



# City of Matlosana: Strategic Unit

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**REF: 2/6/4 POWRIE/MK (47 SU)**

**TO: MUNICIPAL MANAGER**

**FROM: STRATEGIC UNIT**

**DATE: 30 JUNE 2010**

**RE: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN AND PERFORMANCE AGREEMENTS: 2010/2011 FINANCIAL YEAR**

Attached please find the completed Service Delivery and Budget Implementation Plan and Performance Agreements for Senior Managers for the 2010/2011 financial year.

In terms of the MFMA Chapter 8 Section 69 (3) (a) (b) the Accounting Officer must not later than 14 days after the approval of an annual budget submit to the Mayor –

- (a) a draft Service Delivery and Budget Implementation Plan for the budget year and
- (b) drafts of the annual Performance Agreements as required in terms of Section 57 (1) (b) of the Municipal Systems Act for the Municipal Manager and all Senior Managers.

Further in terms of the MFMA Chapter 7 Section 53 (c) (ii) (iii)

Take all reasonable steps to ensure –

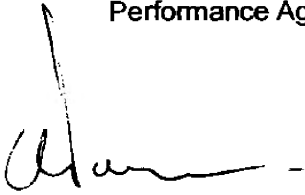
- (ii) that the Municipality's Service Delivery and Budget Implementation Plan is approved by the Mayor within 28 days after the approval of the budget; and
- (iii) that the annual Performance Agreements as required in terms of Section 57 (1) (b) of the Municipal Systems Act for the Municipal Manager and all Senior Managers -
  - (aa) comply with this Act in order to promote sound financial management
  - (bb) are linked to the measurable performance objectives approved with the budget and the Service Delivery and Budget Implementation Plan; and
  - (cc) are concluded in accordance with Section 57 (2) of the Municipal System Act



**Municipal Manager • MM Moadira**

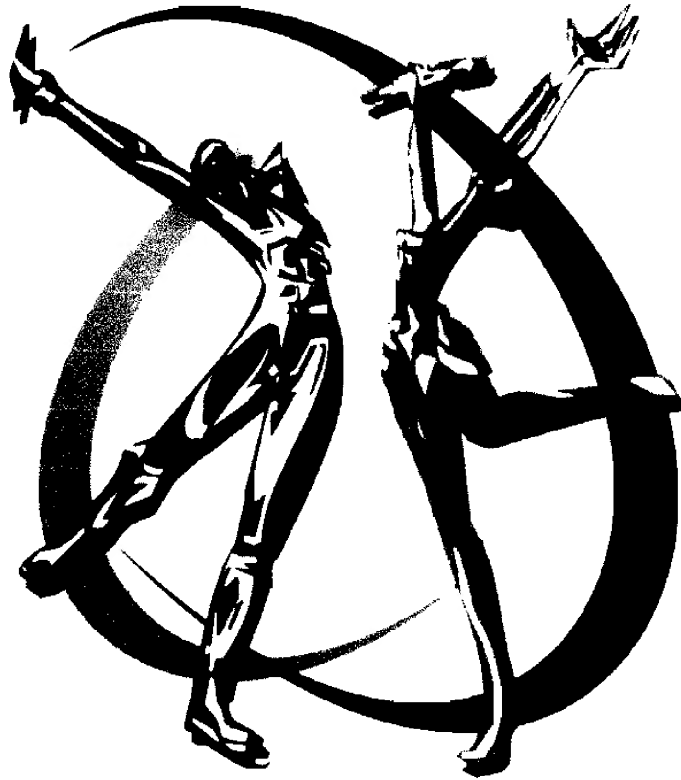
Mobile: +27 82 883 8711 • Telephone: +27 18 487 8466 • Fax: +27 18 464 1780 • Email: [moadira@klerksdorp.org](mailto:moadira@klerksdorp.org)

Please sign the attached Performance Agreements in order for us to submit to the Executive Mayor, the 2010/2011 Service Delivery and Budget Implementation Plan and Performance Agreements, for approval by due date 1 July 2010.

A handwritten signature in black ink, appearing to read 'OC Powrie', with a horizontal line extending to the right.

**OC POWRIE**  
**PERFORMANCE MANAGEMENT CO-ORDINATOR**

# **CITY OF MATLOSANA**



## **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2010 – 2011**

# **CITY OF MATLOSANA**

## **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2010 – 2011 FINANCIAL YEAR**

The Municipal Finance Management Act (MFMA) requires all municipalities to develop a Service Delivery and Budget Implementation Plan (SDBIP).

The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.

The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance of service delivery against end of year targets and implementing the budget.

The SDBIP enables the Municipal Manager to monitor the performance of Senior Managers; the Executive Mayor to monitor the performance of the Municipal Manager and for the community to monitor the performance of the municipality.

The Executive Mayor of the City of Matlosana hereby approves the Service Delivery and Budget Implementation Plan for the 2010-2011 financial years.

Umkhahle  
**EXECUTIVE MAYOR**  
**CITY OF MATLOSANA**



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**MONTHLY  
PROJECTIONS  
OF REVENUE  
BY SOURCE**

W403 City Of Matlosana - Supporting Table SA25Budgeted monthly revenue and expenditure

thousand	Description	Ref	Budget Year 2010/11												Medium Term Revenue and Expenditure Framework		
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Revenue By Source																	
	Property rates		13,000	14,000	17,000	17,000	17,000	18,000	18,500	18,500	19,000	19,000	19,500	19,764	210,284	223,301	234,689
	Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - electricity revenue		40,000	35,000	25,000	25,000	25,000	20,000	20,000	20,000	30,000	35,000	38,000	40,848	358,948	381,087	400,533
	Service charges - water revenue		7,000	8,000	11,000	11,000	11,500	18,000	16,000	16,000	15,000	14,500	13,000	10,020	151,020	160,383	168,563
	Service charges - sanitation revenue		5,952	5,952	5,952	5,952	5,952	5,952	5,952	5,952	5,952	5,952	5,952	5,952	71,420	75,848	79,716
	Service charges - refuse revenue		5,400	5,400	5,400	5,300	5,800	6,200	6,800	5,500	5,500	5,500	5,200	5,910	67,910	72,120	75,799
	Service charges - other		8,441	8,441	8,441	8,441	8,441	8,441	8,441	8,441	8,441	8,441	8,441	8,440	101,286	107,566	113,051
	Rental of facilities and equipment		807	807	807	807	807	807	807	807	807	807	807	807	9,681	10,281	10,805
	Interest earned - external investments		-	500	1,000	-	-	1,000	-	-	1,000	-	-	1,000	4,500	4,779	5,023
	Interest earned - outstanding debtors		4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,051	48,602	51,616	54,248
	Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fines		400	400	300	200	400	700	600	400	500	700	700	752	6,052	6,427	6,755
	Licences and permits		402	402	402	402	402	402	402	402	402	402	402	402	4,828	5,127	5,389
	Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Transfers recognised - operational		-	20,000	56,060	-	20,000	56,060	-	10,000	56,060	-	56,060	12,161	286,401	323,865	356,919
	Other revenue		7,000	10,000	10,000	9,000	9,000	11,000	9,000	10,000	7,000	7,000	10,000	7,164	106,184	93,060	81,267
	Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	279	279	296	313
total Revenue (excluding capital transfers and contribution			92,451	112,951	145,411	87,151	108,331	150,811	90,551	105,051	153,711	101,351	162,111	117,570	1,427,274	1,515,765	1,593,069

**MONTHLY  
PROJECTIONS  
OF EXPENDITURE &  
REVENUE  
BY SOURCE**

NWA03 City Of Matlosana - Supporting Table SA25Budgeted monthly revenue and expenditure

Description		Ref	Budget Year 2010/11												Medium Term Revenue and Expenditure Framework			
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13	
R thousand																		
Revenue By Source																		
	Property rates		13,000	14,000	17,000	17,000	17,000	18,000	18,500	19,000	19,000	19,000	19,764	210,264	223,301	234,689		
	Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Service charges - electricity revenue		40,000	35,000	25,000	25,000	20,000	20,000	25,000	30,000	35,000	38,097	40,848	358,848	381,097	400,533		
	Service charges - water revenue		7,000	8,000	11,000	11,000	16,000	16,000	16,000	15,000	14,500	13,000	10,020	151,020	160,383	168,563		
	Service charges - sanitation revenue		5,952	5,952	5,952	5,952	5,952	5,952	5,952	5,952	5,952	5,952	5,952	71,420	75,848	79,716		
	Service charges - refuse revenue		5,400	5,400	5,400	5,300	5,800	6,200	5,500	5,500	5,500	5,200	5,910	67,910	72,120	75,799		
	Service charges - other		8,441	8,441	8,441	8,441	8,441	8,441	8,441	8,441	8,441	8,441	8,440	101,286	107,566	113,051		
	Rental of facilities and equipment		807	807	807	807	807	807	807	807	807	807	807	9,681	10,281	10,805		
	Interest earned - external investments		-	500	1,000	-	1,000	-	-	1,000	-	-	1,000	4,500	4,779	5,023		
	Interest earned - outstanding debtors		4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,051	48,602	51,616	54,248		
	Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Fines		400	400	300	200	400	700	600	500	700	700	752	6,052	6,427	6,755		
	Licences and permits		402	402	402	402	402	402	402	402	402	402	402	4,828	5,127	5,389		
	Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Transfers recognised - operational		-	20,000	56,060	-	20,000	56,060	-	10,000	56,060	-	12,161	286,401	323,865	356,919		
	Other revenue		7,000	10,000	10,000	9,000	9,000	11,000	10,000	10,000	7,000	10,000	7,184	106,184	93,080	81,267		
	Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	279	279	296	313		
Total Revenue (excluding capital transfers and contribution)			92,451	112,951	145,411	87,151	108,351	150,611	90,551	153,711	101,351	162,111	117,570	1,427,274	1,513,785	1,593,069		
Expenditure By Type																		
	Employee related costs		23,000	27,000	22,000	31,000	32,000	33,000	33,000	33,500	34,000	35,000	13,903	350,903	372,659	391,664		
	Remuneration of councillors		1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,360	16,326	17,338	18,361		
	Debt impairment		60	630	450	928	705	598	1,175	773	247	821	27,458	34,193	20,000	10,000		
	Depreciation & asset impairment		-	-	5,447	-	5,447	5,447	-	5,447	-	-	48,928	65,268	72,330	76,814		
	Finance charges		35,000	19,000	15,000	15,000	14,500	14,783	14,900	25,000	33,000	36,000	(222,397)	21,786	23,137	24,504		
	Bulk purchases		8,700	8,900	8,900	9,300	13,000	13,000	11,000	10,900	10,100	10,200	292,202	406,702	540,101	717,254		
	Other materials		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Contracted services		854	2,495	1,446	1,050	1,300	1,860	2,300	2,000	2,490	2,500	4,672	25,686	27,278	28,669		
	Transfers and grants		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Other expenditure		-	-	-	-	-	-	-	-	-	-	-	506,407	442,919	325,800		
	Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total Expenditure			68,974	59,385	54,803	58,838	62,885	70,048	63,736	67,431	78,980	81,198	88,881	1,427,270	1,515,761	1,593,066		
Surplus/(Deficit)			23,477	53,566	90,608	28,513	45,466	80,566	26,816	37,621	74,731	20,154	73,230	4	4	4		
	Transfers recognised - capital		20,000	15,000	-	-	20,325	-	-	20,553	-	20,550	-	96,428	113,159	134,882		
	Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-	-	(96,428)	(113,159)	(134,882)		
	Contributed assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Surplus/(Deficit) after capital transfers & contributions			43,477	68,566	90,608	28,513	65,811	80,566	26,816	58,174	74,731	40,704	73,230	4	4	4		
	Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Surplus/(Deficit)			23,477	53,566	90,608	28,513	45,466	80,566	26,816	37,621	74,731	20,154	73,230	4	4	4		
1																		

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

**QUARTERLY PROJECTIONS  
OF SERVICE DELIVERY  
TARGETS AND  
PERFORMANCE INDICATORS  
FOR EACH VOTE**

# **MUNICIPAL MANAGER**

## **JP PROJECTS**

Project ID	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
JP - grant	MM1	Basic Service Delivery & Infrastructure Development	IDP Grants spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP grants on Roads, Storm water and Landfill Site at a cost of R41,530,900 by March 2011	1	R 31,070,400	R 25,472,927	R41,530,900 spent by March 2011					Expenditure Vote
					2		R 38,198,287						
					3		R 41,530,900						
					4		-						
JP - grant	MM2	Basic Service Delivery & Infrastructure Development		Spending IDP grants on Electrical at a cost of R10,000,000 by December 2010	1	R 6,000,000	R 7,278,638	R10,000,000 spent by December 2010					Expenditure Vote
					2		R 10,000,000						
					3		-						
					4		-						
JP - grant	MM3	Basic Service Delivery & Infrastructure Development		Spending IDP grants on Sewer at a cost of R21,221,100 by March 2011	1	R 26,930,900	R 13,088,710	R21,221,100 spent by March 2011					Expenditure Vote
					2		R 19,786,450						
					3		R 21,221,100						
					4		-						
JP - grant	MM4	Basic Service Delivery & Infrastructure Development		Spending IDP grants on Water at a cost of R4,000,000 by September 2010	1	R 3,071,000	R 4,000,000	R4,000,000 spent by September 2010					Expenditure Vote
					2		-						
					3		-						
					4		-						
JP - grant	MM5	Basic Service Delivery & Infrastructure Development		Spending IDP grants on Community Services at a cost of R4,000,000 by March 2011	1	R 7,400,000	R 2,028,212	R4,000,000 spent by March 2011					Expenditure Vote
					2		R 3,327,252						
					3		R 4,000,000						
					4		-						
JP - grant	MM6	Basic Service Delivery & Infrastructure Development		Spending IDP grants on Economic Affairs & Corporate Communication at a cost of R2,000,000 by December 2010	1	R 2,000,000	R 1,455,728	R2,000,000 spent by December 2010					Expenditure Vote
					2		R 2,000,000						
					3		-						
					4		-						
JP - council funded	MM7	Basic Service Delivery & Infrastructure Development	IDP Council Funded spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP council funds on Roads, Storm water and Landfill Site at a cost of R8,500,000 by March 2011	1	R 4,500,000	R 2,833,334	R8,500,000 spent by March 2011					Expenditure Vote
					2		R 5,666,667						
					3		R 8,500,000						
					4		-						
JP - council funded	MM8	Basic Service Delivery & Infrastructure Development		Spending IDP council funds on Sewer at a cost of R2,000,000 by March 2011	1	R 0	R 666,667	R2,000,000 spent by March 2011					Expenditure Vote
					2		R 1,333,333						
					3		R 2,000,000						
					4		-						

DP - Council funded	MM9	Basic Service Delivery & Infrastructure Development	Spending IDP council funds on Electrical at a cost of R3,500,000 by March 2011	1 2 3 4	R 300,000 R 2,000,000 R 3,500,000 -	R 3,500,000 spent by March 2011							Expenditure Vote
DP - Council funded	MM10	Basic Service Delivery & Infrastructure Development	Spending IDP council funds by Public Safety at a cost of R1,000,000 by March 2011	1 2 3 4	R 0 R 500,000 R 1,000,000 -	R500,000 spent by March 2011							Expenditure Vote
DP - Council funded	MM11	Basic Service Delivery & Infrastructure Development	Spending IDP council funds on Community Services at a cost of R6,500,000 by February 2011	1 2 3 4	R 2,168,667 R 4,333,333 R 6,500,000 -	R6,500,000 spent by February 2011							Expenditure Vote
DP - Council funded - Roll Over	MM12	Basic Service Delivery & Infrastructure Development	Spending IDP council funds on the electrification of housing projects at a cost of R21,257,264 by December 2010	1 2 3 4	R 4,716,900 R 21,257,264 - -	R21,257,264 spent by December 2010							Expenditure Vote
CAPITAL PROJECTS													
Project ID.	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
New Capital	MM13	Basic Service Delivery & Infrastructure Development	New Capital spent to ensure effective and efficient service delivery	Purchasing of vehicles and plant at a cost of R13,120,000 by December 2010	1 2 3 4	R 0 R 13,120,000 - -	R 0 R 13,120,000 - -	R13,120,000 spent by December 2010					Expenditure Vote
New Capital	MM14	Basic Service Delivery & Infrastructure Development		Implementing of new capital at a cost of R60,888,199 by June 2011	1 2 3 4	R 22,000,000 R 27,303,450 - -	R 15,222,050 R 30,444,985 R 45,666,150 R 60,888,199	R60,888,199 spent by June 2011					Expenditure Vote
OPERATIONAL													
Project ID.	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Compliance	MM15	Municipal Institutional Development and Transformation	Quarterly Review conducted to comply with legislation	Conducting 4 quarterly reviews by June 2011	1 2 3 4	1 1 1 1	1 1 1 1	30 June 2011					Notice / Attendance Register / Minutes
Compliance	MM16	Municipal Institutional Development and Transformation	Performance Agreements signed to comply with legislation	Signing performance agreements with section 57 employees by June 2011	1 2 3 4	- - - -	- - - Agreements signed	30 June 2011					Signed Agreements



ompl- nce	MM17	Municipal Institutional Development and Transformation	Annual Performance Report approved to comply with section 46 of the MSA	Approving an Annual Performance Report by Municipal Manager by August 2010	1 2 3 4		Report approved	31 August 2010				MM Resolution
ompl- nce	MM18	Municipal Institutional Development and Transformation	Annual Report tabled to comply with section 121 of MFMA	Tabling the Annual Report before Council by 31 January 2011	1 2 3 4		Report tabled	31 January 2011				Council Resolution
ompl- nce	MM19	Good Governance and Public Participation	IPD developed to comply with legislation, as well as guidelines and processes	Approving final IDP by Council by 31 May 2011	1 2 3 4							Council Resolution
KP icator	MM20	Local Economic Development	Jobs created (National Key Performance Indicator)	Creating 260 jobs through the Municipality's local economic development initiatives including capital projects by June 2011	1 2 3 4	256	IDP Approved	31 May 2011				Register
KP icator	MM21	Municipal Financial Viability & Management	Financial Viability expressed (National Key Performance Indicators)	R202,555 on capital budget spend by June 2011	1 2 3 4			30 June 2011				Actual Spending as per Main Ledger print
KP icator	MM22	Municipal Financial Viability & Management	Cost coverage ratio for 2009/10 by August 2010	Cost coverage ratio for 2009/10 by August 2010	1 2 3 4	0.07		31 August 2010				Cost Coverage Print out
KP icator	MM23	Municipal Financial Viability & Management	Debt coverage ratio for 2009/10 by August 2010	Debt coverage ratio for 2009/10 by August 2010	1 2 3 4	50.35		31 August 2010				Debt Coverage Print out
KP icator	MM24	Municipal Financial Viability & Management	Outstanding Service Debtors to Revenue ratio for 2009/10 by August 2010	Outstanding Service Debtors to Revenue ratio for 2009/10 by August 2010	1 2 3 4	0.96		31 August 2010				Outstanding Service Print & Calculations
ompl- nce	MM25	Municipal Financial Viability & Management	Payments Received vs. Monthly Levies	3% increase (from current 82% to 85%) in annual debtors collection rate by June 2011	1 2 3 4	3%		30 June 2011				Prints & Calculations on Financial Indicators

compliance	MM26	Municipal Financial Viability & Management	Indigent Subsidy for Free Basic Services allocations to comply with legislation	R70,000,000 spend on free basic services by June 2011	1 2 3 4	R 17,500,000 R 35,000,000 R 52,500,000 R 70,000,000	30 June 2011				Print out of Actual Spending
compliance	MM27	Municipal Financial Viability & Management	39,700 Approved households with free basic services (indigents) by June 2011	39,700 Approved households with free basic services (indigents) by June 2011	1 2 3 4	39,400 39,500 39,600 39,700	30 June 2011				Register
compliance	MM28	Municipal Financial Viability & Management	47% Registered households earning less than R2,181 per month by June 2011	47% Registered households earning less than R2,181 per month by June 2011	1 2 3 4	46% 46% 47% 47%	30 June 2011				Calculations
compliance	MM29	Municipal Financial Viability & Management	Budget approved in order to comply with legislation	Approving the final budget by 31 May 2011	1 2 3 4	- - - Budget approved	31 May 2011				Council Resolution
compliance	MM30	Municipal Financial Viability & Management	2008/09 Financial Statements submitted to comply with legislation	Submitting the 2008/10 financial statements to the Auditor-General by 31 August 2010	1 2 3 4	Statements submitted - - -	31 August 2010				Acknowledgement letter from AG
compliance	MM31	Good Governance and Public Participation	Internal Controls in place to ensure proper management of the municipality	Conducting 4 Audit Committee meetings by June 2011	1 2 3 4	1 1 1 1	30 June 2011				Notice / Attendance Register / Minutes
compliance	MM32	Good Governance and Public Participation		Obtaining an improved Audit Report outcome for the Financial year 09/10 by June 2011	1 2 3 4	- - - Unqualified Audit Report	30 June 2011				Exemption Report
compliance	MM33	Good Governance and Public Participation		Adopting an Oversight Report by Council by March 2011	1 2 3 4	- - Oversight Report adopted	30 March 2011				Council Resolution

# **OFFICE OF THE MUNICIPAL MANAGER**

MANAGER SUPPORT SERVICES

OPERATIONAL

Project ID	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Baseline	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Compliance	PMS1	MSS1	Municipal Institutional Development and Transformation	SDBIP approved to ensure compliance with legislation (28 days after approval of budget)	Approving final SDBIP by Executive Mayor by June 2011	1	Approved SDBIP	-	30 June 2011					Council Resolution
						2		-						
						3		-						
						4		SDBIP Approved						
Compliance	PMS2	MSS2	Municipal Institutional Development and Transformation	Performance Agreements signed to comply with legislation	Signing performance agreements with section 57 employees by June 2011	1	Signed Agreements	-	30 June 2011					Signed Agreements
						2		-						
						3		-						
						4		Agreements signed						
Compliance	PMS3	MSS3	Municipal Institutional Development and Transformation	PMS Framework revised to comply with legislation	Revising PMS Framework to be approved by Council by June 2011	1	Revised Framework	-	30 June 2011					Council Resolution
						2		-						
						3		-						
						4		Framework revised						
Compliance	PMS4	MSS4	Municipal Institutional Development and Transformation	Annual Performance Report approved to comply with section 46 of the MSA	Approving an Annual Performance Report by Municipal Manager by August 2010	1	Approved Annual Performance Report	Report approved	31 August 2010					MM Resolution
						2		-						
						3		-						
						4		-						
Compliance	PMS5	MSS5	Municipal Institutional Development and Transformation	Mid-Year Assessment Report approved to comply with section 72 of the MFMA	Approving the Mid-Year Assessment Report by the Executive Mayor by January 2011	1	Approved Mid-Year Assessment Report	Report approved	31 January 2011					Council Resolution
						2		-						
						3		-						
						4		-						
Compliance	PMS6	MSS6	Municipal Institutional Development and Transformation	Annual Report tabled to comply with section 121 of MFMA	Tabling the Annual Report before Council by January 2011	1	Tabled Annual Report	Report tabled	25 January 2011					Council Resolution
						2		-						
						3		-						
						4		-						
Compliance	IDP1	MSS7	Good Governance and Public Participation	Draft IDP approved to comply with legislation	Approving draft IDP by Council by March 2011	1	Approved Draft IDP	-	31 January 2011					Council Resolution
						2		-						
						3		IDP Approved						
						4		-						
Compliance	IDP2	MSS8	Good Governance and Public Participation	Final IDP approved to comply with legislation	Approving final IDP by Council by May 2011	1	Approved IDP	-	31 March 2011					Council Resolution
						2		-						
						3		-						
						4		Approved IDP						
Compliance	IDP3	MSS9	Good Governance and Public Participation	IDP Process Plan tabled to indicate key deadlines	Tabling of IDP process plan before Council by August 2010	1	Tabled IDP Plan	Plan tabled	31 August 2010					Council Resolution
						2		-						
						3		-						
						4		-						

Compliance	IDP4	MSS10	Good Governance and Public Participation	Public Participation enhanced to comply with legislation	Conducting 3 Rep Forum meetings by June 2011	1 2 3 4	3 Meetings	- 1 1 1	30 June 2011					Notice & Attendance Register
Compliance	IDP5	MSS11	Good Governance and Public Participation		Conducting 3 community consultations meetings by June 2011	1 2 3 4	4 Meetings	1 0 1 1	30 June 2011					Notice & Attendance Register
Compliance	SCM1	MSS12	Municipal Institutional Development and Transformation	Internal Co-operation and Control implemented to ensure compliance with legislation	Conducting 12 meetings of the Specification Committee by June 2011	1 2 3 4	12 Meetings	3 3 3 3	30 June 2011					Notice & Attendance Register
Compliance	SCM2	MSS13	Municipal Institutional Development and Transformation		Conducting 12 meetings of the Evaluation Committee by June 2011	1 2 3 4	12 Meetings	3 3 3 3	30 June 2011					Notice & Attendance Register
Compliance	SCM3	MSS14	Municipal Institutional Development and Transformation		Conducting 12 meetings of the Adjudication Committee by June 2011	1 2 3 4	12 Meetings	3 3 3 3	30 June 2011					Notice & Attendance Register
Compliance	SCM4	MSS15	Municipal Institutional Development and Transformation		Conducting 8 SCN workshops for internal & external people by June 2011	1 2 3 4	New project	2 2 2 2	30 June 2011					Notice & Attendance Register
Operational	SCM5	MSS16	Municipal Institutional Development and Transformation		Conducting training on SCM matters for official at a cost of R250,000 by June 2011	1 2 3 4	New project	82,500 125,000 187,500 250,000	R250,000 spent by June 2011					Notice & Attendance Register
Compliance	IA1	MSS17	Municipal Institutional Development and Transformation	Audit Committee Meetings held to ensure good governance	Holding 4 Audit Committee meetings to ensure an effective discharging of responsibilities by June 2011	1 2 3 4	4 Meetings	1 1 1 1	30 June 2011					Notice & Attendance Register
Compliance	IA2	MSS18	Good Governance and Public Participation	Performance Information Audit Reports issued to ensure compliance with legislation	Issuing 4 Performance information audit reports to assess the efficiency and effectiveness of performance achieved by Council by June 2011	1 2 3 4	4 Reports	1 1 1 1	30 June 2011					Reports
Compliance	IA3	MSS19	Municipal Institutional Development and Transformation	Outstanding disclaimer and qualifications reported to ensure sound financial management	Reporting with 4 follow-up audits to review resolutions on outstanding disclaimer and qualifications on the Auditor General's report by June 2011	1 2 3 4	4 Reports	1 1 1 1	30 June 2011					Reports

Compliance	IA4	MSS20	Good Governance and Public Participation	Activity Reports issued to ensure good governance	Issuing 4 activity reports to the Audit Committee and Accounting Officer on the progress of rolling out the audit plans by June 2011	1	2	3	4	4 Reports	1	30 June 2011				Reports
						1	2	3	4		1					
						1	2	3	4		1					
						1	2	3	4		1					
Compliance	IA5	MSS21	Good Governance and Public Participation	Internal Audit Charter adopted to comply with legislation	Adopting the reviewed IA Charter in accordance with IIA standards by June 2011	1	2	3	4	Reviewed Charter	-	30 June 2011				Reviewed IA Charter
						1	2	3	4		-					
						1	2	3	4		-					
						1	2	3	4		-					
Compliance	IA6	MSS22	Good Governance and Public Participation	Risk Register updated to ensure good governance and to comply with legislation	Updating the risk register to report to management on emerging risks by June 2011	1	2	3	4	Risk Register	-	30 June 2011				Updated Register
						1	2	3	4		-					
						1	2	3	4		-					
						1	2	3	4		-					
Compliance	IA7	MSS23	Municipal Institutional Development and Transformation	Risk Based Audit Plan submitted to ensure	Submitting a 3-year Risk Based Audit Plan to the Audit Committee for approval by June 2011	1	2	3	4	New project	-	30 June 2011				Approved Risk Based Audit Plan
						1	2	3	4		-					
						1	2	3	4		-					
						1	2	3	4		-					

# **DIRECTORATE INFRASTRUCTURE & UTILITIES**

# CTOR INFRASTRUCTURE & UTILITIES

## ENGINEERING

### PROJECTS

Project ID	Vote No.	Item No.	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Council - Roll-out from 2012 to 2011	200004013604	DIU1	DIU1	Basic Service Delivery & Infrastructure Development	Indoor Sports Centre built to improve socio economic conditions	Building a indoor sports centre at a cost of R5,000,000 by June 2011	1	Roll-Over	R 1,250,000	R5,000,000 spent by June 2011					Indoor Sports Centre & Proof of Payment / Expenditure Vote
							2		R 2,500,000						
							3		R 3,750,000						
							4		R 5,000,000						
MIG - Roll-out from 2012 to 2011	2035054013604	ROA1	DIU2	Basic Service Delivery & Infrastructure Development	Main Storm Water Drainage provided to ensure new infrastructure and better service delivery	Constructing a main storm water drainage in Jouberton (Phase 2) at a cost of R5,030,900 by March 2011	1	Phase 2 In progress - R5,000,000	R 2,663,760	R5,030,900 spent by March 2011					New storm water drainage & Proof of Payment
							2		R 4,253,414						
							3		R 5,030,900						
							4		-						
MIG - Roll-out from 2012 to 2011	2035054013604	ROA2	DIU3	Basic Service Delivery & Infrastructure Development	Taxi Routes paved and Storm Water Drainage system upgraded to ensure a better accessibility to the community	Paving of taxi routes and upgrading of storm water drainage system in Jouberton (Phase 4) at a cost of R9,500,000 by December 2010	1	Phase 3 Completed - R8,500,000	R 6,077,578	R9,500,000 spent by December 2010					Paved taxi routes, upgraded storm water drainage & Proof of Payment
							2		R 9,500,000						
							3		-						
							4		-						
MIG - Roll-out from 2012 to 2011	2035054013604	ROA3	DIU4	Basic Service Delivery & Infrastructure Development	Taxi Routes paved and Storm Water Drainage system upgraded to ensure a better accessibility to the community	Paving of taxi routes and upgrading of storm water drainage system in Jouberton (Phase 2b - Remaining Scope) at a cost of R3,500,000 by September 2010	1	Remaining Scope	R 3,500,000	R3,500,000 spent by September 2010					Paved taxi routes, upgraded storm water drainage & Proof of Payment
							2		-						
							3		-						
							4		-						
MIG - Roll-out from 2012 to 2011	2035054013604	ROA4	DIU5	Basic Service Delivery & Infrastructure Development	Taxi Routes paved and Storm Water Drainage system upgraded to ensure a better accessibility to the community	Paving of taxi routes and upgrading of storm water drainage system in Kanana (Lenong Road) at a cost of R6,500,000 by December 2010	1	Phase 3 Completed - R5,000,000	R 4,158,343	R6,500,000 spent by December 2010					Paved taxi routes, upgraded storm water drainage & Proof of Payment
							2		R 6,500,000						
							3		-						
							4		-						
MIG - Roll-out from 2012 to 2011	2035054013604	ROA5	DIU6	Basic Service Delivery & Infrastructure Development	Taxi Routes paved and Storm Water Drainage system upgraded to ensure a better accessibility to the community	Paving of taxi routes and upgrading of storm water drainage system in Khuma (Phase 4) at a cost of R6,000,000 by March 2011	1	Phase 3 Completed - R5,000,000	R 3,196,512	R6,000,000 spent by March 2011					Paved taxi routes, upgraded storm water drainage & Proof of Payment
							2		R 5,092,380						
							3		R 6,000,000						
							4		-						



MIG	2035054013604	ROA6	DIU7	Basic Service Delivery & Infrastructure Development	Paving of taxi routes and upgrading of storm water drainage system in Kanana (Phase 4) at a cost of R6,000,000 by March 2011	1 2 3 4	Phase 3 Completed - R5,000,000	R 3,196,512 R 5,092,380 R 6,000,000 -	R6,000,000 spent by March 2011				Paved taxi routes, upgraded storm water drainage & Proof of Payment
MIG	2035054013604	ROA7	DIU8	Basic Service Delivery & Infrastructure Development	Paving of taxi routes and upgrading of storm water drainage system in Alabama (Phase 3) at a cost of R5,000,000 by March 2011	1 2 3 4	Phase 3 Completed - R5,000,000	R 2,663,760 R 4,243,650 R 5,000,000 -	R5,000,000 spent by March 2011				Paved taxi routes, upgraded storm water drainage & Proof of Payment
MIG	2035054013604	ROA8	DIU9	Basic Service Delivery & Infrastructure Development	Paving of taxi routes and upgrading of storm water drainage system in Tigane (Phase 4) at a cost of R6,000,000 by March 2011	1 2 3 4	Phase 3 Completed - R6,000,000	R 3,196,512 R 5,092,380 R 6,000,000 -	R6,000,000 spent by March 2011				Paved taxi routes, upgraded storm water drainage & Proof of Payment
Council	2035254035128	ROA9	DIU10	Basic Service Delivery & Infrastructure Development	Resealing of roads in the KOSH at a cost of R8,500,000 by March 2011	1 2 3 4	Ongoing Process - R6,500,000	R 2,833,334 R 5,666,667 R 8,500,000 -	R8,500,000 spent by March 2011				Register & Proof of Payment / Expenditure Vote
Council	2035254036014	ROA10	DIU11	Basic Service Delivery & Infrastructure Development	Upgrading Mercury Road & N12 Intersection at a cost of R4,000,000 by March 2011	1 2 3 4	Existing Intersection	R 1,333,333 R 2,666,667 R 4,000,000 -	R4,000,000 spent by March 2011				Upgraded road & Proof of Payment
Grant - Over	2035256014510	ROA11	DIU12	Basic Service Delivery & Infrastructure Development	Constructing a pedestrian bridge over the N12 between Alabama and Jouberton at a cost of R2,488,960 by June 2011	1 2 3 4	Roll-Over	R 0 R 0 R 1,244,480 R 2,488,960	R2,488,960 spent by June 2011				Pedestrian Bridge & Proof of Payment / Expenditure Vote
Grant - Over	2035256030701	ROA12	DIU13	Basic Service Delivery & Infrastructure Development	Constructing roads in Jouberton at a cost of R9,050,255 by March 2011	1 2 3 4	Roll-Over	R 3,016,751 R 6,033,503 R 9,050,255 -	R9,050,255 spent by March 2011				Register & Proof of Payment / Expenditure Vote

MIG - - ct d over rs	2035054013604	SEW1	DIU14	Basic Service Delivery & Infrastructure Development	WWTP in Hartbeestfontein (Phase 2) increased to ensure the effluent standards meet the requirements	Increasing Hartbeestfontein WWTP (Phase 1) to the capacity of 8m <sup>3</sup> /day at a cost of R5,722,000 by March 2011 (R44,500,000 for 2010 - 2012 Financial Years)	1 2 3 4	Phase 1 Incomplete - R8,030,900	R 1,940,330 R 4,286,350 R 5,722,000 -	R5,722,000 spent by March 2011					Increased WWTP & Proof of Payment
MIG	2035054013604	SEW2	DIU15	Basic Service Delivery & Infrastructure Development	Health & Hygiene Awareness Programme for KOSH to ensure a safe and healthy environment for the community	Developing a Health & Hygiene Awareness Programme for KOSH at a cost of R2,500,000 by December 2010	1 2 3 4	None	R 1,581,042 R 2,500,000 - -	R2,500,000 spent by December 2010					Programme & Proof of Payment
MIG - - ct d from 2012 to 2011	2035054013604	SEW3	DIU16	Basic Service Delivery & Infrastructure Development	Upgraded Sewer Pump line in Khuma (Phase 2) to maintain the existing infrastructure	Upgrading of the sewer pump line in Khuma (Phase 2) to the amount of R3,000,000 by December 2010	1 2 3 4	Existing pump line	R 2,208,000 R 3,000,000 - -	R3,000,000 spent by December 2010					Sewer pump line & Proof of Payment
MIG	2035054013604	SEW4	DIU17	Basic Service Delivery & Infrastructure Development	Upgraded Orkney WWTP (Phase 5) to maintain the existing infrastructure	Upgrading of the Orkney WWTP: 500mm Outfall Line (Phase 4) to the amount of R7,100,000 by December 2010	1 2 3 4	Phase 3 Completed	R 5,225,800 R 7,100,000 - -	R7,100,000 spent by December 2010					Upgraded WWTP & Proof of Payment
MIG - - ct d from 2012 to 2011	2035054013604	SEW5	DIU18	Basic Service Delivery & Infrastructure Development	Upgraded Orkney WWTP (Phase 4) to maintain the existing infrastructure	Upgrading of the Orkney WWTP: Additional Work (Phase 5) to the amount of R2,898,100 by December 2010	1 2 3 4	Phase 3 Completed	R 2,133,738 R 2,898,100 - -	R2,898,100 spent by December 2010					Upgraded WWTP & Proof of Payment
Council ad	2075154032111	SEW6	DIU19	Basic Service Delivery & Infrastructure Development	WWTP in Hartbeestfontein (Phase 2) increased to ensure the effluent standards meet the requirements	Increasing Hartbeestfontein WWTP (Phase 2) to the capacity of 8m <sup>3</sup> /day at a cost of R2,000,000 by March 2011	1 2 3 4	Phase 1 Completed	R 666,667 R 1,333,333 R 2,000,000 -	R2,000,000 spent by March 2011					
Council ad	2075154032406	SEW7	DIU20	Basic Service Delivery & Infrastructure Development	WWTP in Hartbeestfontein (Phase 2) increased to ensure the effluent standards meet the requirements	Increasing Hartbeestfontein WWTP capacity (Phase 2 - Counter funding) at a cost of R7,500,000 by March 2011	1 2 3 4	Phase 1 Completed	R 2,500,000 R 5,000,000 R 7,500,000 -	R7,500,000 spent by March 2011					
Grant - over	2075156010303	SEW8	DIU21	Basic Service Delivery & Infrastructure Development	Bucket System eradicating to eliminate backlogs	Eradicating the bucket system at an amount of R1,718,484 by March 2011	1 2 3 4	Roll-Over	R 572,828 R 1,145,656 R 1,718,484 -	R1,718,484 spent by March 2011					Register & Proof of Payment / Expenditure Vote

Grant	WAT1	DIU22	Basic Service Delivery & Infrastructure Development	Bulk water supplied in Alabama (Phase 3) to ensure a basic water service	Supplying bulk water for Alabama (Phase 3) at a cost of R4,000,000 by September 2010	1 2 3 4	Phase 2 Completed - 3,674,866	R 4,000,000 - - -	R4,000,000 spent by September 2010						Register & Proof of Payment / Expenditure Vote
Grant - Over	WAT2	DIU23	Basic Service Delivery & Infrastructure Development	Bulk Water (Phase 1) supplied in Khuma to deliver sustainable water	Supplying bulk water (phase 1) to Khuma at a cost of R2,267,208 by March 2011	1 2 3 4	Roll-Over	R 782,262 R 1,524,525 R 2,267,208 -	R2,267,208 spent by March 2011						Register & Proof of Payment / Expenditure Vote
Grant - Over	WAT3	DIU24	Basic Service Delivery & Infrastructure Development	Bulk Infrastructure in Khuma Areas (Phase 2) increased to improve the current infrastructure	Increasing the bulk supply in the Khuma areas (Phase 2) at a cost of R6,989,031 by June 2011	1 2 3 4	Roll-Over	R 1,747,257 R 3,494,515 R 5,241,771 R 6,989,031	R6,989,031 spent by June 2011						Proof of Payment / Expenditure Vote
Grant - Over	WAT4	DIU25	Basic Service Delivery & Infrastructure Development	Drought in Rural Settlements relieved to improve service delivery in rural settlements	Drought relieving in rural settlements at a cost of R608,600 by March 2011	1 2 3 4	Roll-Over	R 202,867 R 405,733 R 608,600 -	R608,600 spent by March 2011						Proof of Payment / Expenditure Vote
Grant - Over	WAT5	DIU26	Basic Service Delivery & Infrastructure Development	Mechanical and Electrical Equipment at Pump-stations upgraded to ensure better service delivery	Upgrading the mechanical and electrical equipment at 11 pump-stations at a cost of R288,485 by December 2010	1 2 3 4	Roll-Over	R 144,243 R 288,485 - -	R288,485 spent by December 2010						Proof of Payment / Expenditure Vote
Council - Roll-Over	WAT6	DIU27	Basic Service Delivery & Infrastructure Development	Water from Midvaal reservoir to Murranti reservoir supplied to ensure a basic water service	Supplying water from MIDVAAL reservoir to Murranti reservoir and the installing bulk services at Orkney Vaal at a cost of R4,500,000 by June 2011	1 2 3 4	Roll-Over	R 1,125,000 R 2,250,000 R 3,375,000 R 4,500,000	R4,500,000 spent by June 2011						Proof of Payment / Expenditure Vote
TOTAL PROJECTS															
Project ID	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Capital	2035304035114	DIU2	DIU28	Basic Service Delivery & Infrastructure Development	Old landfill sites rehabilitated to ensure a safer environment	Rehabilitating of old landfill sites at a cost of R3,000,000 by June 2011	1 2 3 4		R 750,000 R 1,500,000 R 2,250,000 R 3,000,000	R3,000,000 spent by June 2011					Register & Proof of Payment / Expenditure Vote

Capital	ROA13	DIU29	Basic Service Delivery & Infrastructure Development	Speed humps erected to ensure improved service delivery	Erecting speed humps at a cost of R500,000 by December 2010	1 2 3 4	New project	R 250,000 R 500,000 - -	R500,000 spent by December 2010					Register & Proof of Payment / Expenditure Vote
Capital	ROA14	DIU30	Basic Service Delivery & Infrastructure Development	Intersections paved to ensure improved service delivery	Paving of the intersections at a cost of R1,000,000 by June 2011	1 2 3 4	Unpaved intersections	R 250,000 R 500,000 R 750,000 R 1,000,000	R1,000,000 spent by June 2011					Register & Proof of Payment / Expenditure Vote
Capital	ROA15	DIU31	Basic Service Delivery & Infrastructure Development	Additional slip lanes constructed to ensure improved service delivery	Constructing additional slip lanes at a cost of R500,000 by June 2011	1 2 3 4	New project	R 125,000 R 250,000 R 375,000 R 500,000	R500,000 spent by June 2011					Register & Proof of Payment / Expenditure Vote
Capital	ROA16	DIU32	Basic Service Delivery & Infrastructure Development	Construction plant & machinery purchased to ensure improved service delivery	Purchasing construction plant & machinery at a cost of R4,000,000 by June 2011	1 2 3 4	New project	R 1,000,000 R 2,000,000 R 3,000,000 R 4,000,000	R4,000,000 spent by June 2011					Register & Proof of Payment / Expenditure Vote
Capital	ROA17	DIU33	Basic Service Delivery & Infrastructure Development	Pavement Management system implemented to maintain existing Infrastructure	Implementing a pavement management system at a cost of R500,000 by the December 2010	1 2 3 4	New project	R 0 R 500,000 - -	R500,000 spent by December 2010					System & Proof of Payment
Capital	SEW8	DIU34	Basic Service Delivery & Infrastructure Development	Sewer flow water meter installed at Jagspruit, Stilfontein and Orkney WWP to ensure effective readings	Installing 8 sewer flow water meters at Jagspruit, Stilfontein and Orkney WWP at a cost of R400,000 by December 2010	1 2 3 4	New project	R 200,000 R 400,000 - -	R400,000 spent by December 2010					New water meters & Proof of Payment
Capital	SEW10	DIU35	Basic Service Delivery & Infrastructure Development	Sewer line investigative security camera purchased to ensure a safer environment	Purchasing of sewer line investigative mobile cctv cameras at a cost of R200,000 by December 2010	1 2 3 4	New project	R 0 R 200,000 - -	R200,000 spent by December 2010					CCTV Cameras & Proof of Payment
Capital	SEW11	DIU36	Basic Service Delivery & Infrastructure Development	Khuma main sewerage pumpstations refurbished to ensure effective service delivery	Refurbishing of Khuma main sewerage pumpstations at a cost of R1,600,000 by June 2011	1 2 3 4	New project	R 400,000 R 800,000 R 1,200,000 R 1,600,000	R1,600,000 spent by June 2011					Proof of Payment / Expenditure Vote

Capital	SEW12	DIU37	Basic Service Delivery & Infrastructure Development	Mechanical rake replaced to better service delivery	Replacing the mechanical rake (Stilfontein Republic Park) at a cost of R350,000 by March 2011	1	New project	R 0	R350,000 spent by March 2011						New mechanical rake & Proof of Payment
						2		R 0							
						3		R 350,000							
						4		-							
Capital - Over	SEW13	DIU38	Basic Service Delivery & Infrastructure Development	Upgraded Mechanical and Electrical Equipment & Pumpstations (Phase 1) to maintain the existing infrastructure	Upgrading of the mechanical and electrical pumpstations (phase 1) to the amount of R975,650 by December 2010	1	Roll-Over	R 0	R975,650 spent by December 2010						Register & Proof of Payment / Expenditure Vote
						2		R 975,650							
						3		-							
						4		-							
Capital - Over	SEW14	DIU39	Basic Service Delivery & Infrastructure Development	Sewer Unblocking Equipment purchased to ensure better service delivery	Purchasing of sewer unblocking equipment at an amount of R212,149 by March 2010	1	Roll-Over	R 55,325	R212,149 spent by March 2010						Register & Proof of Payment / Expenditure Vote
						2		R 110,849							
						3		R 165,976							
						4		R 212,149							
Capital - Over	SEW15	DIU40	Basic Service Delivery & Infrastructure Development	Sewer Unblocking Equipment purchased to ensure better service delivery	Replacing of aerator gearbox KWW at an amount of R153,830 by March 2011	1	Roll-Over	R 0	R153,830 spent by March 2011						Register & Proof of Payment / Expenditure Vote
						2		R 0							
						3		R 153,830							
						4		-							
Capital - Roll-Over	SEW16	DIU41	Basic Service Delivery & Infrastructure Development	Orkney Vaal Bulk Services installed to ensure sustainable water supply	Installing bulk services at Orkney Vaal at a cost of R4,876,322 by June 2011	1	Roll-Over	R 1,219,081	R4,876,322 spent by June 2011						Register & Proof of Payment / Expenditure Vote
						2		R 2,438,161							
						3		R 3,657,242							
						4		R 4,876,322							
Capital	WAT7	DIU42	Basic Service Delivery & Infrastructure Development	Security equipment (camera) purchased to ensure a safer environment	Purchasing of equipment (cctv cameras) for Stilfontein & Orkney at a cost of R50,000 by March 2011	1	New project	R 0	R50,000 spent by March 2011						CCTV Cameras & Proof of Payment
						2		R 25,000							
						3		R 50,000							
						4		-							
Capital	WAT8	DIU43	Basic Service Delivery & Infrastructure Development	Water Meters replaced to ensure accurate meter reading	Replacing 660 water meters at a cost of R2,000,000 by June 2011	1	Ongoing Process	R 500,000	R2,000,000 spent by June 2011						Register & Proof of Payment / Expenditure Vote
						2		R 1,000,000							
						3		R 1,500,000							
						4		R 2,000,000							
Capital	WAT9	DIU44	Basic Service Delivery & Infrastructure Development	Valves refurbished to ensure effective and continuous water flow	Refurbishing 40 valves at a cost of R1,500,000 by June 2011	1	Ongoing Process	R 375,000	R1,500,000 spent by June 2011						Valves & Proof of Payment
						2		R 750,000							
						3		R 1,125,000							
						4		R 1,500,000							

Capital	WAT10	DIU45	Basic Service Delivery & Infrastructure Development	Water Network refurbished to increase water pressure	Refurbishing of water network at a cost of R3,000,000 by June 2011	1	Ongoing Process	R 750,000	R3,000,000 spent by June 2011				Water network & Proof of Payment
						2		R 1,500,000					
						3		R 2,250,000					
						4		R 3,000,000					
Capital	WAT11	DIU46	Basic Service Delivery & Infrastructure Development	2x 4" Water Pumps purchased to improve service delivery	Purchasing to 2 x 4" water pumps at a cost of R600,000 by December 2010	1	New project	R 0	R600,000 spent by December 2010				2 Water pumps & Proof of Payment
						2		R 600,000					
						3		-					
						4		-					
Capital	WAT12	DIU47	Basic Service Delivery & Infrastructure Development	Water Pressure Management system implemented to improve service delivery	Implementing a water management pressure system (alignment of master plan & WSDP) at a cost of R1,000,000 by June 2011	1	New project	R 250,000	R1,000,000 spent by June 2011				System & Proof of Payment
						2		R 500,000					
						3		R 750,000					
						4		R 1,000,000					
Capital - Over	WAT13	DIU48	Basic Service Delivery & Infrastructure Development	Telemetry installed to better service delivery	Installing telemetry system at Khuma water pump at a cost of R300,000 by March 2011	1	Roll-Over	R 0	R300,000 spent by March 2011				System & Proof of Payment
						2		R 0					
						3		R 300,000					
						4		-					
Capital - Over	WAT14	DIU49	Basic Service Delivery & Infrastructure Development	Telemetry installed to better service delivery	Installing telemetry system at Khuma water pump at a cost of R89,580 by March 2011	1	Roll-Over	R 0	R89,580 spent by March 2011				System & Proof of Payment
						2		R 0					
						3		R 89,580					
						4		-					
Capital - Over	WAT15	DIU50	Basic Service Delivery & Infrastructure Development	Equipment purchased to maintain the water infrastructure	Purchasing water related office equipment at a cost of R788,682 by September 2010	1	Roll-Over	R 788,682	R788,682 spent by September 2010				Register & Proof of Payment / Expenditure Vote
						2		-					
						3		-					
						4		-					
Capital - Over	WAT16	DIU51	Basic Service Delivery & Infrastructure Development	Water Meters replaced to ensure accurate meter reading	Replacing water meters / valves (tools) at a cost of R3,641,574 by June 2011	1	Roll-Over	R 765,780	R3,641,574 spent by June 2011				Register & Proof of Payment / Expenditure Vote
						2		R 1,531,561					
						3		R 2,287,341					
						4		R 3,641,574					
Capital - Over	WAT17	DIU52	Basic Service Delivery & Infrastructure Development	A 4" Water Pump purchased to improve service delivery	Purchasing a 4" water pump at a cost of R199,534 by September 2010	1	Roll-Over	R 199,534	R199,534 spent by September 2010				Water pump & Proof of Payment
						2		-					
						3		-					
						4		-					

Capital - Over	2040156036008	WAT18	DIU53	Basic Service Delivery & Infrastructure Development	Worn-out Water-network in CBD (Phase 1) upgraded to maintain the current infrastructure	Upgrading the worn-out water-network in the CBD (Phase 1) at a cost of R3,082,791 by March 2011	1 2 3 4	Roll-Over	R 0 R 0 R 3,082,791 .	R3,082,7901 spent by March 2011						Register & Proof of Payment / Expenditure Vote
<b>RATIONAL</b>																
Project ID	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Baseline	Quantity Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence	
nal KPI	SEW17	DIU54		Basic Service Delivery & Infrastructure Development	Basic Municipal Services provided (National Indicator)	100% of households with access to basic level of sanitation by June 2011	1 2 3 4	99%	99% 99% 100% 100%	30 June 2011					Register	
nal KPI	SEW18	DIU55		Basic Service Delivery & Infrastructure Development		116,358 Households with access to basic level of sanitation by June 2011	1 2 3 4	115,400	115,407 115,850 116,350 116,358	30 June 2011					Register	
nal KPI	SEW19	DIU56		Basic Service Delivery & Infrastructure Development		100 Household backlogs with the access to basic level of sanitation by June 2011	1 2 3 4	1,914	100 0 0 0	30 June 2011					Register	
ational	SEW20	DIU57		Basic Service Delivery & Infrastructure Development	Main Sewer maintained to ensure maintenance of main sewers throughout the year	Cleaning 15 km of main sewers by June 2011	1 2 3 4	15 Km	3,75km 7.0km 11.25km 15km	30 June 2011					Register	
ational	SEW21	DIU58		Basic Service Delivery & Infrastructure Development	Sewer Backlogs eliminated to ensure access to everybody in the community	Eliminating 530 households with no access to sanitation by June 2011	1 2 3 4	530	132 265 397 530	30 June 2011					Register	
nal KPI	WAT19	DIU59		Basic Service Delivery & Infrastructure Development	Basic Municipal Services provided (National Indicator)	100% of households with access to basic level of water by June 2011	1 2 3 4	100%	100% 100% 100% 100%	30 June 2011					Register	

Grant	200004013604	ELE1	DIU60	WAT20	Basic Service Delivery & Infrastructure Development	126,968 Households with access to basic level of water by June 2011	1	126,600	125,675	30 June 2011						Register
							2		126,698							
							3		126,698							
							4		126,968							
Grant	200004013604	WAT21	DIU61		Basic Service Delivery & Infrastructure Development	400 Household backlogs with the access to basic level of water by June 2011	1	1,023	112	30 June 2011						Register
							2		280							
							3		350							
							4		400							
Grant	200004013604	WAT22	DIU62		Basic Service Delivery & Infrastructure Development	Reservoirs cleaned to comply with legislation	1	39	18	30 June 2011						Register
							2		0							
							3		0							
							4		21							
Grant	200004013604	TBS1	DIU63		Basic Service Delivery & Infrastructure Development	Approving 700 building plans in terms of the National Building Regulations by June 2011	1	600	175	30 June 2011						Register
							2		175							
							3		175							
							4		175							
Grant	200004013604	TBS2	DIU64		Basic Service Delivery & Infrastructure Development	Receiving 450 building plan applications for residential additions by June 2011	1	404	112	30 June 2011						Register
							2		225							
							3		337							
							4		450							

TRICAL ENGINEERING :: ELECTRICAL ENGINEERING PROJECTS																
Object ID	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence	
Grant	200004013604	ELE1	DIU65	Basic Service Delivery & Infrastructure Development:	High Mast Lights installed to better service delivery	Installing 26 high mast lights in Khuma at a cost of R5,000,000 by December 2010	1	New Installations	R 3,639,319	R5,000,000 spent by December 2010					26 High Mast Lights & Proof of Payment	
		2					R 5,000,000									
		3					-		R 7,278,638							
		4					-									
Grant	200004013604	ELE2	DIU66	Basic Service Delivery & Infrastructure Development		Installing 30 high mast lights in Kanana at a cost of R5,000,000 by December 2010	1	New Installations	R 3,639,319	R5,000,000 spent by December 2010					30 High Mast Lights & Proof of Payment	
		2					R 5,000,000									
		3					-									
		4					-									



Council Ward	ELE3	DIU67	Basic Service Delivery & Infrastructure Development	11Kv Distribution Network upgraded to meet electricity demands	Upgrading of the 11Kv distribution network at a cost of R3,500,000 March 2011	1	New project	R 300,000 R 2,000,000 R 3,500,000 -	R3,500,000 spent by March 2011						Upgraded Network & Proof of Payment
						2									
						3									
						4									
Council Ward - Roll-Over	ELE4	DIU68	Basic Service Delivery & Infrastructure Development	Electrical Supply to Doringkuin & Uranaviille increased to meet electricity demands	Increasing of electrical supply to Doringkuin (20 Mva) & Uranaviille (10 Mva) main substations at a cost of R35,120,160 by June 2011	1	Roll-Over	R 0 R 0 R 0 R 35,120,160	R35,120,160 spent by June 2011						Proof of Payment / Expenditure Vote
						2									
						3									
						4									
TAL PROJECTS															
Project ID	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Capital	2045104031229	ELE5	DIU69	Basic Service Delivery & Infrastructure Development	Air Compressor purchased to maintain the electrical infrastructure	Purchasing an air compressor for the Garage at a cost of R100,000 by December 2010	1	Old air compressor	R 0	R100,000 spent by December 2010					Air Compressor & Proof of Payment
							2		R 100,000						
							3		-						
							4		-						
Capital	2045104036016	ELE6	DIU70	Basic Service Delivery & Infrastructure Development	Overhead LV Lines upgraded to maintain electrical failures	Upgrading of overhead LV lines at a cost of R200,000 by March 2011	1	Existing overhead LV Lines	R 0	R200,000 spent by March 2011					Upgraded LV Lines & Proof of Payment
							2		R 100,000						
							3		R 200,000						
							4		-						
Capital	2050154036017	ELE7	DIU71	Basic Service Delivery & Infrastructure Development	Substations upgraded to maintain electrical failures	Upgrading of substations in KOSH at a cost of R200,000 by June 2011	1	Existing substations	R 0	R200,000 spent by June 2011					Newly built substations & Proof of Payment
							2		R 100,000						
							3		R 150,000						
							4		R 200,000						
Capital	2050154033908	ELE8	DIU72			Upgrading of the N12 West bulk substation at a cost of R2,500,000 by September 2010	1	Existing substations	R 2,500,000	R2,500,000 spent by September 2010					Proof of Payment / Expenditure Vote
							2		-						
							3		-						
							4		-						

Capital	ELE9	DIU73	Basic Service Delivery & Infrastructure Development	Pillar Box upgraded to maintain electrical failures	Upgrading of the pillar box in Klerksdorp at a cost of R200,000 by June 2011	1	Existing pillar box	R 0	R200,000 spent by June 2011						New Pillar Box & Proof of Payment / Expenditure Vote
						2		R 100,000							
						3		R 150,000							
						4		R 200,000							
Capital	ELE10	DIU74			Upgrading of the pillar box in Stilfontein at a cost of R200,000 by June 2011	1	Existing pillar box	R 0	R200,000 spent by June 2011						New Pillar Box & Proof of Payment / Expenditure Vote
						2		R 100,000							
						3		R 150,000							
						4		R 200,000							
Capital	ELE11	DIU75	Basic Service Delivery & Infrastructure Development	Network lines at Orkney sewage farm upgraded to ensure maintenance of the electrical infrastructure	Upgrading of the medium voltage lines at Orkney sewage farm at a cost of R1,600,000 by June 2011	1	Existing Network Lines	R 0	R1,600,000 spent by June 2011						Upgraded Voltage Lines & Proof of Payment / Expenditure Vote
						2		R 800,000							
						3		R 1,200,000							
						4		R 1,600,000							
Capital	ELE12	DIU76	Basic Service Delivery & Infrastructure Development	11Kv Breakers RMU's serviced to ensure maintenance of the electrical infrastructure	Servicing of the 11Kv Breakers RMU's in the KOSH area at a cost of R1,500,000 by June 2011	1	Existing 11Kv Breakers RMU's	R 375,000	R1,500,000 spent by June 2011						Proof of Payment / Expenditure Vote
						2		R 750,000							
						3		R 1,125,000							
						4		R 1,500,000							
Capital	ELE13	DIU77	Basic Service Delivery & Infrastructure Development	Transformer oil changed to ensure maintenance of the electrical infrastructure	Changing transformer oil in the KOSH area at a cost of R1,000,000 by June 2011	1	Dirty oil in transformers	R 250,000	R1,000,000 spent by June 2011						New Transformers & Proof of Payment / Expenditure Vote
						2		R 500,000							
						3		R 750,000							
						4		R 1,000,000							
Capital	ELE14	DIU78	Basic Service Delivery & Infrastructure Development	Switchgear removed to maintain the electrical infrastructure	Removing of switchgear in Klerksdorp at a cost of R200,000 by March 2011	1	Old switchgear	R 0	R200,000 spent by March 2011						New Switchgear & Proof of Payment / Expenditure Vote
						2		R 0							
						3		R 200,000							
						4		-							
Capital	ELE15	DIU79	Basic Service Delivery & Infrastructure Development	Electronic protection repaired to ensure maintenance of the electrical infrastructure	Upgrading of the network protection at a cost of R1,500,000 by June 2011	1	Existing protection	R 0	R1,500,000 spent by June 2011						Upgraded Protection & Proof of Payment / Expenditure Vote
						2		R 500,000							
						3		R 1,000,000							
						4		R 1,500,000							
Capital	ELE16	DIU80	Basic Service Delivery & Infrastructure Development	Street lights upgraded to ensure a safer environment	Upgrading of street lights in Orkney at a cost of R200,000 by March 2011	1	Existing streetlights	R 50,000	R200,000 spent by March 2011						Proof of Payment / Expenditure Vote
						2		R 100,000							
						3		R 200,000							
						4		-							

Capital	ELE17	DIU81	Basic Service Delivery & Infrastructure Development	Robots - Cluster upgraded to ensure maintenance of the electrical infrastructure	Upgrading of robots (cluster) at a cost of R200,000 by December 2010	1 2 3 4	Existing robots	R 0 R 200,000 - -	R200,000 spent by December 2010					Register & Proof of Payment / Expenditure Vote
Capital	ELE18	DIU82	Basic Service Delivery & Infrastructure Development	Jouberton Ext 24 electrified to ensure a basic level of electricity	Electrification of Jouberton Ext 24 (Phase 2) at a cost of R2,600,000 by June 2011	1 2 3 4	Phase 1 Completed - R4,800,000	R 650,000 R 1,300,000 R 1,950,000 R 2,600,000	R2,600,000 spent by June 2011					Proof of Payment / Expenditure Vote
Capital	ELE19	DIU83	Basic Service Delivery & Infrastructure Development	Kiosks with mini-sub replaced to ensure maintenance of the electrical infrastructure	Replacing the kiosks with mini-substations in Stillfontein at a cost of R200,000 by December 2010	1 2 3 4	Old mini-sub	R 0 R 200,000 - -	R200,000 spent by December 2010					Register & Proof of Payment / Expenditure Vote
Capital	ELE20	DIU84	Basic Service Delivery & Infrastructure Development	Substation locks purchased to ensure a safer environment	Purchasing of substation locks at a cost of R50,000 by December 2010	1 2 3 4	New Equipment	R 0 R 50,000 - -	R50,000 spent by December 2010					New Locks & Proof of Payment / Expenditure Vote
Capital	ELE21	DIU85	Basic Service Delivery & Infrastructure Development	Sheath tester purchased to ensure a safer environment	Purchasing of a sheath tester at a cost of R100,000 by December 2010	1 2 3 4	New Equipment	R 0 R 100,000 - -	R100,000 spent by December 2010					Sheath Tester & Proof of Payment / Expenditure Vote
Capital	ELE22	DIU86	Basic Service Delivery & Infrastructure Development	Power test equipment purchased to ensure a safer environment	Purchasing of power test equipment at a cost of R250,000 by December 2010	1 2 3 4	New Equipment	R 0 R 250,000 - -	R250,000 spent by December 2010					Power Test Equipment & Proof of Payment / Expenditure Vote
Capital	ELE23	DIU87	Basic Service Delivery & Infrastructure Development	Substation earthing installed to ensure a safer environment	Installing substation earthing at a cost of R200,000 by June 2011	1 2 3 4	New project	R 50,000 R 100,000 R 150,000 R 200,000	R200,000 spent by June 2011					Register & Proof of Payment / Expenditure Vote
Capital	ELE24	DIU88	Basic Service Delivery & Infrastructure Development	Battery charge substation earthing installed to ensure a safer environment	Installing battery charged substation earthing at a cost of R200,000 by March 2011	1 2 3 4	New project	R 0 R 0 R 200,000 -	R200,000 spent by March 2011					Register & Proof of Payment / Expenditure Vote



# HOUSING SERVICES

## HOUSING SERVICES

### HOUSING SERVICES

Project ID	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Council d - Roll- Over	2020054031227	HOU1	DIU96	Basic Service Delivery & Infrastructure Development	Defects repaired to improve current infrastructure	Repairing of housing defects in Jouberton Ext 14 & 24 at a cost of R21,257,264 by December 2010	1	Roll-Over	R 4,716,900	R21,257,264 spent by December 2010					Physical Inspection & Proof of Payment
							2		R 21,257,264						
							3		-						
							4		-						
							NATIONAL								
Municipal d - Roll- Over	2020051050909	HOU2	DIU97	Basic Service Delivery & Infrastructure Development	Title Deeds registered and deregistered to ensure secure tenure and ownership of houses	De-registering and registering of Title Deeds at a cost of R500,000 by June 2011	1		R 125,000	R500,000 spent by June 2011					Computer Data base & Nr of Title Deeds
							2		R 250,000						
							3		R 375,000						
							4		R 500,000						
Municipal d - Roll- Over	2020051050909	HOU3	DIU98	Basic Service Delivery & Infrastructure Development	40m² Low Cost Houses built (2,500 Units) to eliminate the housing backlog	Building of 40m² low cost houses in Kanana Extension 10 (400 Units) at a cost of R7,999,936 by June 2011	1		R 1,999,984	R7,999,936 spent by June 2011					Physical Inspection & Proof of Payment
							2		R 3,999,968						
							3		R 5,999,952						
							4		7,999,936						
Municipal d - Roll- Over	2020051050909	HOU4	DIU99	Basic Service Delivery & Infrastructure Development	40m² Low Cost Houses built (2,500 Units) to eliminate the housing backlog	Building of 40m² low cost houses in Jouberton Extension 14 (247 Units) at a cost of R10,749,982 by June 2011	1		R 2,687,496	R10,749,982 spent by June 2011					Physical Inspection & Proof of Payment
							2		R 5,374,991						
							3		R 8,062,487						
							4		R 10,749,982						
Municipal d - Roll- Over	2020051050909	HOU5	DIU100	Basic Service Delivery & Infrastructure Development	40m² Low Cost Houses built (2,500 Units) to eliminate the housing backlog	Building of 40m² low cost houses in Jouberton Extension 16 (198 Units) at a cost of R8,614,188 by June 2011	1		R 2,041,047	R8,614,188 spent by June 2011					Physical Inspection & Proof of Payment
							2		R 4,082,094						
							3		R 6,123,141						
							4		8,614,188						
Municipal d - Roll- Over	2020051050909	HOU6	DIU101	Basic Service Delivery & Infrastructure Development	40m² Low Cost Houses built (2,500 Units) to eliminate the housing backlog	Building of 40m² low cost houses in Tigane Proper (87 Units) at a cost of R3,385,668 by June 2011	1		R 846,417	R3,385,668 spent by June 2011					Physical Inspection & Proof of Payment
							2		R 1,692,834						
							3		R 2,539,251						
							4		3,385,668						

**DIRECTORATE  
MUNICIPAL &  
SOCIAL SERVICES**

## STATORATE MUNICIPAL & SOCIAL SERVICES

PROJECTS		Project No.	Key Performance Area (KPA)	Agenda 30 / Strategic Plan	Objectives	Key Performance Indicators (KPIs)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Grant Project 2005054013004	PAR1	DMS1	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Multi Purpose Community Sports Facility built to improve socio-economic conditions	Building a Multi Purpose Community Centre (Phase 2) in Johannesburg at a cost of R4,000,000 by March 2011 (R9,141,130 for 2010 - 2012 Financial Years)	1	Phase 1 Completed - R5,000,000	R 2,028,212	R4,000,000 spent by March 2011					Dings Stage Proof of Payment
							2		R 3,327,252						
							3		R 4,000,000						
							4		-						
Grant Project 20151514030025	PAR2	DMS2	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Environmental Education Centre - Faan Mielies built & equipped to ensure capacity building in the community	Building and equipping an environmental educational centre at Faan Mielies Nature Reserve (additional funding) at a cost of R6,500,000 by February 2011	1	Additional Funding on current project - R1,254,950	R 2,186,687	R6,500,000 spent by February 2011					New Equipment, Register & Proof of Payment
							2		R 4,333,333						
							3		R 6,500,000						
							4		-						
Grant Project 20151514030025	LIB1	DMS3	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Library in Khuma built to improve service and quality of life	Building a community library in Khuma Ext 8 at a cost of R4,000,000 by June 2011	1	Roll-Over	R 0	R4,000,000 spent by June 2011					New Library & Proof of Payment
							2		R 0						
							3		R 0						
							4		R 4,000,000						
Grant Project 20151514030025	LIB2	DMS4	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Build library in Tlaga to improve service and quality of life	Building of library in Tlaga at a cost of R4,647,605 by June 2011	1	Roll-Over	R 0	R4,647,605 spent by June 2011					New Library & Proof of Payment
							2		R 1,548,202						
							3		R 3,088,403						
							4		R 4,647,605						
Grant Project 20151514030025	LIB3	DMS5	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Completing the community library in Tlaga at a cost of R322,699 by December 2010	Completing the community library in Tlaga at a cost of R322,699 by December 2010	1	Roll-Over	R 181,350	R322,699 spent by December 2010					New Library & Proof of Payment
							2		R 322,699						
							3		-						
							4		-						
Grant Project 20151514030025	FIR1	DMS6	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Upgrading of the Hartbeesfontein / Tlaga Fire Station upgraded to ensure better service delivery	Upgrading of the Hartbeesfontein / Tlaga Fire Station at a cost of R500,000 by March 2011	1	Existing Fire Station	R 0	R500,000 spent by March 2011					Washbay, Carport & Store
							2		R 250,000						
							3		R 500,000						
							4		-						
Grant Project 20151514030025	FIR2	DMS7	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Fire Hydrants refurbished to ensure better service delivery	Refurbishing of Fire Hydrants at a cost of R500,000 by March 2011	1	Existing Fire Hydrants	R 0	R500,000 spent by March 2011					Register & Proof of Payment
							2		R 250,000						
							3		R 500,000						
							4		-						

# TAL PROJECTS

act ID.	Capital	Item No	Project No.	Key Performance Area (KPA)	Agenda 14 / Strategic Plan	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reasons for Deviation	Planned Remedial Action	Periodic of Evidence
	Capital	PAR3	DMS8	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	New Cemeteries developed to enhance service delivery	Developing new cemeteries (professional studies) at a cost of R500,000 by June 2011	1 2 3 4	New project	R 0 R 50,000 R 150,000 R 500,000	R500,000 spent by June 2011					Work schedule & proof of payment
	Capital	SPO1	DMS9	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Sports Council established to enhance community development	Refurbishing sports facilities in the KOSH area at a cost of R4,000,000 by June 2011	1 2 3 4	New project	R 1,000,000 R 2,000,000 R 3,000,000 R 4,000,000	R4,000,000 spent by June 2011					Work schedule & proof of payment
	Capital	REF1	DMS10	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Mass Containers purchased to enhance efficiency	Purchasing mobile containers (240L) at a cost of R360,000 by December 2010	1 2 3 4	Replacing old containers	R 0 R 360,000 - -	R360,000 spent by December 2010					New Containers / Register / Proof of payment
	Capital	REF2	DMS11				Purchasing M3 mass steel containers at a cost of R500,000 by December 2010	1 2 3 4	Replacing old containers & Continues	R 0 R 500,000 - -	R500,000 spent by December 2010					New Containers / Register / Proof of payment
	Capital	REF3	DMS12				Purchasing 85L plastic refuse containers at a cost of R190,000 by December 2010	1 2 3 4	Replacing old containers	R 0 R 190,000 - -	R190,000 spent by December 2010					New Containers / Register / Proof of payment
	Capital	REF4	DMS13	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Refuse compaction vehicle purchased to enhance efficiency	Purchasing of 2 refuse compaction vehicles 12m at a cost of R2,400,000 by December 2010	1 2 3 4	Replacing old vehicle	R 0 R 2,400,000 - -	R2,400,000 spent by December 2010					New Trucks & Proof of payment
	Capital	REF5	DMS14	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Safety barriers installed at the off-load facilities at the transfer station to ensure safety	Installing safety barriers at the off-load facilities at the transfer station at a cost of R130,000 by December 2010	1 2 3 4	New project	R 0 R 130,000 - -	R130,000 spent by December 2010					New Barriers & Proof of payment
	Capital	REF6	DMS15	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Bin lifters installed on the refuse compaction vehicles to enhance service delivery	Installing bin lifters on the refuse compaction vehicles at a cost of R160,000 by December 2010	1 2 3 4	New project	R 0 R 160,000 - -	R160,000 spent by December 2010					New Bins / Register / Proof of payment
	Capital	REF7	DMS16	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Refuse compaction trucks purchased to enhance efficiency	Purchasing of 1 refuse compaction truck at a cost of R1,500,000 by December 2010	1 2 3 4	New project	R 0 R 1,500,000 - -	R1,500,000 spent by December 2010					New Truck & Proof of payment



Capital	DMS17	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Build library in Tigrane to improve service and quality of life	Furnishing of library in Tigrane (additional funding) at a cost of R2,015,000 by June 2011	1 2 3 4	Additional funding for current project	R 500,000 R 1,000,000 R 1,500,000 R 2,015,000	R2,015,000 spent by June 2011					New equipment & Proof of Payment
Capital	MUS1	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Exhibition centre at museum for the City of People to enhance service delivery	Producing an exhibition at the museum for the City of People (Phase 2) at a cost of R1,010,000 by December 2010	1 2 3 4	Phase 1 Completed - R1,000,000	R 700,000 R 1,010,000 - -	R1,010,000 spent by December 2010					New Exhibition
Capital	MUS2	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Museum upgraded to enhance service delivery	Upgrading of the museum terrain at a cost of R188,000 by March 2011	1 2 3 4	Existing museum	R 56,000 R 112,000 R 188,000 -	R188,000 spent by March 2011					Upgraded terrain & Proof of payment
Capital Over	MUS3	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Exhibition centre at museum for the City of People to enhance service delivery	Building an exhibition centre at the museum for the City of People at a cost of R439,204 by September 2010	1 2 3 4	Roll-Over	R 439,204 - - -	R439,204 spent by September 2010					Exhibition Centre & Proof of payment
Capital	MUS4	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Irrigation System upgraded to ensure maintained	Upgrading the irrigation system of the museum terrain at a cost of R80,000 by March 2011	1 2 3 4	Existing system	R 28,887 R 53,333 R 80,000 -	R80,000 spent by March 2011					Upgraded terrain & Proof of payment
Capital	FR3	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Fire Safety offices built to enhance efficiency	Building of 3 new fire safety offices at a cost of R100,000 by March 2011	1 2 3 4	Existing offices	R 0 R 50,000 R 100,000 -	R100,000 spent by March 2011					New Offices & Proof of Payment
Capital	LIC1	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Testing station office refurbished to enhance efficiency	Refurbishing of Klerksdorp testing station office at a cost of R140,000 by December 2010	1 2 3 4	Existing testing station	R 0 R 140,000 - -	R140,000 spent by December 2010					Refurbished Testing Station & Proof of Payment
Capital	LIC2	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Taxi Terminus offices & stores modified to enhance efficiency	Modifying taxi terminus office & store in Hartbeeston at a cost of R120,000 by December 2010	1 2 3 4	Existing terminus	R 0 R 120,000 - -	R120,000 spent by December 2010					Modified Taxi Terminus & Proof of Payment
Capital	LIC3	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Cashier cubicles built to enhance efficiency	Building cashier cubicles in Orkney & Hartbeeston at a cost of R200,000 by March 2011	1 2 3 4	Existing cubicles	R 0 R 100,000 R 200,000 -	R200,000 spent by March 2011					3 Cashier Cubicles & Proof of Payment
Capital	LIC4	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Cashier cubicles lifted to enhance efficiency	Lifting cashier cubicles in Orkney & Klerksdorp at a cost of R120,000 by December 2010	1 2 3 4	New project	R 0 R 120,000 - -	R120,000 spent by December 2010					14 Lifted Cashier Cubicles & Proof of Payment

Capital	LIC5	DMS27	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Hartebeestfontein fenced to enhance safety of the premises	Fencing the Hartebeestfontein driving grounds at a cost of R100,000 by March 2011	1	New project	R 0	R 50,000	R 100,000	March 2011					Steel 1,45m Fencing
							2										
							3										
							4										
Capital -Over	LIC6	DMS28	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Licensing offices refurbished to enhance efficiency	Refurbishing licensing offices at a cost of R18,599 by March 2011	1	Roll-Over	R 0	R 0	R 16,599	March 2011					Renovated Stand & Turning Radius
							2										
							3										
							4										
Capital -Over	LIC7	DMS29	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Licensing offices equipment purchased to enhance efficiency	Purchasing licensing offices equipment at a cost of R194,878 by March 2011	1	Roll-Over	R 64,959	R 129,919	R 194,878	March 2011					Renovated Stand & Turning Radius
							2										
							3										
							4										
Capital	TRA1	DMS30	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	New extensions built to ensure improved assessability for the community	Building a new municipal court extension at a cost of R500,000 by June 2011	1	Existing court	R 0	R 186,867	R 333,333	June 2011					Court Extension & Proof of Payment
							2										
							3										
							4										
Capital	TRA2	DMS31	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Alcohol testers purchased to enhance safety on the roads	Purchasing alcohol testers at a cost of R300,000 by December 2010	1	New project	R 0	R 300,000		December 2010					Expenditure Vote
							2										
							3										
							4										
Capital	SEC1	DMS32	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Security monitoring system integrated with central control centre to enhance efficiency	Integrating a security monitoring system with the central control centre at a cost of R500,000 by June 2011	1	New project	R 0	R 0	R 250,000	June 2011					Control Room System
							2										
							3										
							4										
Capital -Over	SEC2	DMS33	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Security offices equipment purchased to enhance efficiency	Purchasing security offices equipment at a cost of R41,120 by March 2011	1	Roll-Over	R 13,707	R 27,413	R 41,120	March 2011					Renovated Stand & Turning Radius
							2										
							3										
							4										
NATIONAL																	
and ID	Vote Nr	Item Nr	Project No.	Agenda 20 / Strategic Plan	Objectives	Key Performance Indicators (KPI)	Quarter	Item Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence		
a-		PAR4	DMS34	Quality Municipal & Social Services	PC Peller Airport effectively managed to comply with legislation	Approving the annual license by June 2011	1	Approved License	-	30 June 2011					Approved License		
							2		-								
							3		-								
							4		License approved	30 June 2011							
a-		PAR5	DMS35	Quality Municipal & Social Services	Conducting 4 inspections at airport by June 2011	Conducting 4 inspections at airport by June 2011	1	4 inspections	1	30 June 2011					Register		
							2		1								
							3		1								
							4		1								





**DIRECTORATE  
FINANCIAL  
SERVICES**

DIRECTOR FINANCIAL SERVICES															
CAPITAL PROJECTS															
Project ID.	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
New Capital	2060104032405	ICT1	DFS1	Basic Service Delivery & Infrastructure Development	Pre-paid Management Server purchased and installed to enhance service delivery	Purchasing and installation of pre-paid management server at a cost of R180,000 by March 2011	1	Additional funding for current project	R 0	R180,000 spent by March 2011					Installed system & Expenditure Vote
							2		R 0						
							3		R 180,000						
							4		-						
New Capital	2060104032405	ICT2	DFS2	Basic Service Delivery & Infrastructure Development	Computer replacement programme installed to ensure an effective working environment	Installing computer replacement programme at a cost of R500,000 by December 2010	1	New project	R 0	R500,000 spent by December 2010					Replaced Computers & Expenditure Vote
							2		R 500,000						
							3		-						
							4		-						
New Capital	2060104032405	ICT3	DFS3	Basic Service Delivery & Infrastructure Development	Microsoft enterprise licensing agreement concluded to ensure legality	Concluding Microsoft enterprise licensing agreement at a cost of R482,000 by December 2010	1		R 0	R482,000 spent by December 2010					Agreement & Expenditure Vote
							2		R 482,000						
							3		-						
							4		-						
New Capital	2060104032405	ICT4	DFS4	Basic Service Delivery & Infrastructure Development	Anti-Virus software programme purchased to prevent virus spreading	Purchasing a Anti-Virus programme at a cost of R96,000 by December 2010	1		R 0	R96,000 spent by December 2010					Anti-Virus Programme & Expenditure Vote
							2		R 96,000						
							3		-						
							4		-						
New Capital	2060104031528	ICT5	DFS5	Basic Service Delivery & Infrastructure Development	Server arms and racks purchased to ensure an effective working environment	Purchasing a server arms and racks at a cost of R120,000 by December 2010	1			R120,000 spent by December 2010					Actual Purchases & Expenditure Vote
							2		R 120,000						
							3		-						
							4		-						
OPERATIONAL															
Project ID.	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Operational		FIN1	DFS6	Municipal Financial Viability & Management	Audit Queries managed to obtain reasonable explanations and to resolve	Receiving less than 31 enquiries on audit exemption report from the Auditor General by November 2010	1	129	-	30 November 2010					Exemption Report
							2		30						
							3		-						
							4		-						
Operational		FIN2	DFS7	Municipal Financial Viability & Management		Receiving the 30 received enquiries on audit exemption report by June 2011	1	34	-	30 June 2011					Exemption Report
							2		30						
							3		-						
							4		-						
Operational		FIN3	DFS8	Municipal Financial Viability & Management		Receiving less than 21 enquiries on audit exemption report from the Internal Auditors by June 2011	1	35	5	30 June 2011					Exemption Report
							2		5						
							3		5						
							4		5						

Operational	FIN4	DFS9	Municipal Financial Viability & Management	Audit Queries managed to obtain reasonable explanations and to resolve	Resolving the 20 received enquiries on audit exemption report by June 2011	1 2 3 4	35	5	30 June 2011			Exemption Report
								5				
								5				
								5				
Compliance	FIN5	DFS10	Municipal Financial Viability & Management	Disclaimers reduced to obtain a clean audit report	Reducing the number of Disclaimers in Audit Report for the Financial year 09/10 to 100% by June 2011	1 2 3 4	95%	- 95% 90% 100%	30 June 2011			Number of disclaimers as per 2 financial years
NKP - Indicator	BUD1	DFS11	Municipal Financial Viability & Management	Financial Viability expressed (National Key Performance Indicators)	R202,555 on capital budget spend by June 2011	1 2 3 4	R 202,902,000	R 50,636,750 R 101,277,500 R 151,916,250 R 202,555,000	30 June 2011			Actual Spending as per Main Ledger print
NKP - Indicator	BUD2	DFS12	Municipal Financial Viability & Management		Cost coverage ratio for 2009/10 by August 2010	1 2 3 4	0.07	1 - - -	31 August 2010			Cost Coverage Print
NKP - Indicator	BUD3	DFS13	Municipal Financial Viability & Management		Debt coverage ratio for 2009/10 by August 2010	1 2 3 4	50.35	40 - - -	31 August 2010			Debt Coverage Print
NKP - Indicator	REV1	DFS14	Municipal Financial Viability & Management		Outstanding Service Debtors to Revenue ratio for 2009/10 by August 2010	1 2 3 4	0.96	0.50 - - -	31 August 2010			Outstanding Service Print & Calculations
Compliance	BUD4	DFS15	Municipal Financial Viability & Management	Budget approved in order to comply with legislation	Tabling the budget planning process time table by 31 August 2010	1 2 3 4	Tabled Time Table	Time Table tabled	31 August 2010			Time Table
Compliance	BUD5	DFS16	Municipal Financial Viability & Management		Approving the draft budget by March 2011	1 2 3 4	Approved Draft Budget	- - Draft budget approved -	31 March 2011			Council Resolution
Compliance	BUD6	DFS17	Municipal Financial Viability & Management		Approving the final budget by 31 May 2011	1 2 3 4	Approved Budget	- - - Budget approved	31 May 2011			Council Resolution





Operational		ICT9	DFS28	Municipal Financial Viability & Management	Systems integrated to streamline and eliminate duplication	Integrating all ICT systems in council by December 2010	1 2 3 4	Audited & Licensed Software	Proof of concept Complete URS - -	31 December 2010						Integration Plan
Operational		ICT10	DFS29	Municipal Financial Viability & Management	Software audited & licensed to comply with legislation	Auditing and licensing all software (R42 000) by September 2010	1 2 3 4	Audited & Licensed Software	Software audited & licensed - - -	30 September 2010						Proof of payment
Operational		ICT11	DFS30			Keeping of register for all licenses and computers by June 2011	1 2 3 4	New project	Compiling of register Up-keeping of register Up-keeping of register Up-keeping of register	31 June 2011						Register
Operational		ICT12	DFS31	Municipal Institutional Development and Transformation	Departmental performance appraisal developed and implemented in order to ensure better service delivery	Developing and implementing a departmental performance appraisal system by June 2011	1 2 3 4	New project	System Developed System Workshoped System Approved System Implemented	31 June 2011						Departmental Performance Appraisal system

# **DIRECTORATE CORPORATE GOVERNANCE**

# TOR CORPORATE GOVERNANCE

TOR CORPORATE GOVERNANCE OBJECTS														
Item No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Council - er 2056056070904	COR1	DCG1	Basic Service Delivery & Infrastructure Development	Document Management System purchased to automate documents and enhance e-governance	Purchasing a Document Management System (DMS) at a cost of R67,380 by September 2010	1	Roll-Over	R 67,380	R67,380 spent by September 2010					Implemented System
						2		-						
						3		-						
						4		-						
AL PROJECTS														
il 2056054031528	COR2	DCG2	Basic Service Delivery & Infrastructure Development	Zipple Cabinets purchased to comply with legislation	Purchasing of zipple cabinets for Records at a cost of R150,000 by June 2011	1	Expanding existing cabinets	R 0	R150,000 spent by June 2011					Portfolio of Evidence Zipple Cabinets
						2		R 0						
						3		R 0						
						4		R 150,000						
il 2056054030329	COR3	DCG3	Basic Service Delivery & Infrastructure Development	Manzilpark offices fenced to enhance safety of the premises	Fencing the Manzilpark offices at a cost of R200,000 by June 2011	1	Worn-out fence	R 0	R200,000 spent by June 2011					Fencing
						2		R 0						
						3		R 0						
						4		R 200,000						
il 2056054032405	COR4	DCG4	Basic Service Delivery & Infrastructure Development	Old switchboard replaced to ensure a better service delivery	Replacing old switchboard in Kanana at a cost of R140,000 by September 2010	1	Old switch board	R 140,000	R140,000 spent by September 2010					New Switchboard
						2		R 0						
						3		R 0						
						4		R 0						
il 2056054030329	COR5	DCG5	Basic Service Delivery & Infrastructure Development	Council offices renovated to maintain the existing infrastructure	Renovating of Jouberton office at a cost of R1,000,000 by June 2011	1	Existing office	R 250,000	R1,000,000 spent by June 2011					Renovated Offices
						2		R 500,000						
						3		R 750,000						
						4		R 1,000,000						
il 2056054030329	COR6	DCG6	Basic Service Delivery & Infrastructure Development	Renovating of Kanana office at a cost of R1,000,000 by June 2011	Renovating of Kanana office at a cost of R1,000,000 by June 2011	1	Existing office	R 250,000	R1,000,000 spent by June 2011					Renovated Offices
						2		R 500,000						
						3		R 750,000						
						4		R 1,000,000						
il 2056054030329	COR7	DCG7	Basic Service Delivery & Infrastructure Development	Renovating of Stilfontein office at a cost of R500,000 by June 2011	Renovating of Stilfontein office at a cost of R500,000 by June 2011	1	Existing office	R 125,000	R500,000 spent by June 2011					Renovated Offices
						2		R 250,000						
						3		R 375,000						
						4		R 500,000						



or	HR2	DCG15	Municipal Institutional Development and Transformation	The percentage of municipality's budget actually spent on implementing its workplace skill plan (National Indicator)	Training Expenditure for 2009/10 by August 2010	1	R 583,417	R 1,187,230	31 August 2010							Vote Number
						2		-								
						3		-								
						4		-								
or	HR3	DCG16	Municipal Institutional Development and Transformation		Training Levy for 2009/10 by August 2010	1	R 1,775,424	R 1,869,606	31 August 2010							Vote Number
						2		-								
						3		-								
						4		-								
or	HR4	DCG17	Municipal Institutional Development and Transformation		SETA Expenditure for 2009/10 by August 2010	1	R 827,925	R 1,000,000	31 August 2010							Vote Number
						2		-								
						3		-								
						4		-								
or	HR5	DCG18	Municipal Institutional Development and Transformation		SETA Income/Rec for 2009/10 by August 2010	1	R 1,581,988	R 1,700,000	31 August 2010							Vote Number
						2		-								
						3		-								
						4		-								
-	HR6	DCG19	Municipal Institutional Development and Transformation	Developed Employee Health Wellness Programme to enhance employee wellness	Implementing a Employee Wellness Programme at a cost of R300,000 by June 2011	1	Programme developed	-	R300,000 spent by June 2011							Programme Implemented
						2		R 100,000								
						3		R 200,000								
						4		R 300,000								
-	HR7	DCG20	Municipal Institutional Development and Transformation	Social Functioning of Employees enhanced to comply with legislation	Developing a HIV/Aids Programme by June 2011	1	In process	Public participation	30 June 2011							Programme Developed
						2		Draft programme								
						3		Programme workshopped								
						4		Programme implemented								
-	HR8	DCG21	Municipal Institutional Development and Transformation	Contracts of Employment developed to ensure better performance	Developing Contracts of Employment (Job Descriptions) at a cost of R250,000 by June 2011	1	Upgrading of old job descriptions	R 62,500	30 June 2011							Job Descriptions
						2		R 125,000								
						3		R 187,500								
						4		R 250,000								
-	HR9	DCG22	Good Governance and Public Participation	Medical Specialist (Company) appointed to comply with legislation	Appointing a medical company to conduct medical interviews with new appointees at a cost of R1,000,000 by December 2010	1	New project	R 0	31 December 2010							Contract of Appointment
						2		R 1,000,000								
						3		-								
						4		-								

	HR10	DCG23	Municipal Institutional Development and Transformation	Workplace Skills Plan approved to comply with legislation	Submitting WSP / ATR to LGSETA by June 2011	1 2 3 4	WSP submitted	- - - WSP submitted	30 June 2011						WSP Plan
-	HR11	DCG24	Municipal Institutional Development and Transformation		Submitting the Employment Equity Report to Department of Labour by September 2010	1 2 3 4	EEP submitted	EEP submitted - - -	30 September 2010						Proof of submittance
-	HR12	DCG25	Municipal Institutional Development and Transformation		Conducting training for 45 employees on Employment Equity / non-discrimination by June 2011	1 2 3 4	45	12 11 11 11	30 June 2011						Notices & Attendance Register
-	HR13	DCG26	Municipal Institutional Development and Transformation		Conducting 4 EECF meetings by June 2011	1 2 3 4	4	1 1 1 1	30 June 2011						Notices & Attendance Register
-	HR14	DCG27	Municipal Institutional Development and Transformation	LLF meetings held to ensure industrial harmony	Convening 12 LLF meetings by June 2011	1 2 3 4	12	3 3 3 3	30 June 2011						Notices & Attendance Register
-	HR15	DCG28	Good Governance and Public Participation	OHS Inspections conducted to ensure legal compliance	Conducting 12 OHS Inspections in Council departments by June 2011	1 2 3 4	30	3 3 3 3	30 June 2011						Register
-	HR16	DCG29	Good Governance and Public Participation	OHS Audits conducted to ensure that all deviations be corrected according to the Act	Conducting 2 OHS Audits by June 2011	1 2 3 4	2	1 - 1 -	30 June 2011						Register
-	COM1	DCG30	Good Governance and Public Participation	Communication Policy developed to create internal and external awareness on corporate communication	Developing of the Access to Information Policy by June 2011	1 2 3 4	No policy	Public participation Draft programme Programme workshoped Programme implemented	30 June 2011						Policy
-	COM2	DCG31			Developing of the Media Relations Policy by June 2011	1 2 3 4	No policy	Public participation Draft programme Programme workshoped Programme implemented	30 June 2011						Policy

	COM3	DCG32	Good Governance and Public Participation	Communication Policy developed to create internal and external awareness on corporate communication	Developing of the Crises Communication Policy by June 2011	1 2 3 4	No policy	Public participation Draft programme Programme workshoped Programme Implemented	30 June 2011						Policy
	COM4	DCG33			Developing of the City Branding Policy by June 2011	1 2 3 4	No policy	Public participation Draft programme Programme workshoped Programme Implemented	30 June 2011						Policy
	COM5	DCG34			Developing of the Events Management Policy by June 2011	1 2 3 4	No policy	Public participation Draft programme Programme workshoped Programme Implemented	30 June 2011						Policy
	COM6	DCG35	Good Governance and Public Participation	Internal & External newsletters distributed to ensure transparency with Council affairs	Compiling & Distributing 6 internal communications to all employees of Council by June 2011	1 2 3 4	1	2 1 2 1	30 June 2011						Communiqués
	COM7	DCG36			Compiling & Distributing 12 external publications regarding Council affairs to the community by June 2011	1 2 3 4	12	3 3 3 3	30 June 2011						Newsletters
	EM2	DCG37	Municipal Institutional Development and Transformation	Mayoral Meeting conducted to comply with legislation	Conducting 11 Mayoral Committee meetings by June 2011	1 2 3 4	8	3 2 3 3	30 June 2011						Notices & Attendance Register
	EM3	DCG38	Municipal Institutional Development and Transformation	Mayoral Imbizo's conducted to enhance public participation as per legislation	Conducting 4 Imbizos by June 2011	1 2 3 4	16	1 1 1 1	30 June 2011						Notices & Attendance Register
	SPE2	DCG39	Good Governance and Public Participation	Operational Phakamas held to enhance public participation as per legislation	Conducting 3 Operational Phakamas by June 2011	1 2 3 4	3	1 1 1 -	30 June 2011						Notices & Attendance Register
	SPE3	DCG40	Good Governance and Public Participation	Ordinary & Special Council Meetings held to ensure effective Council administration and compliance with legislation	Conducting 12 ordinary council meetings by June 2011	1 2 3 4	12	3 2 3 3	30 June 2011						Notices & Attendance Register





**DIRECTORATE  
ECONOMIC  
GROWTH**

# **DIRECTOR ECONOMIC GROWTH**

IDP PROJECTS															
Project ID	Vote Nr	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Begin Date	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
IDP - MIG Grant - Project moved forward from 2011/2012 to 2010/2011	2035054013904	LED1	DEG1	Local Economic Development	Flea Market Shelters build to create sustainable SMME's	Building of flea market shelters for 10 entrepreneurs (Phase 3) at a cost of R2 000,000 by December 2010	1	Phase 1 & 2 Completed - R2,000,000	R 1,455 729	R2,000,000 spent by December 2010					10 Shelters & Proof of Payment
							2		R 2,000,000						
							3		-						
							4		-						
IDP - Council Funded - Roll-Over	2061540333906	LED2	DEG2	Local Economic Development	N12 West Development to improve the existing infrastructure	Developing the N12 West at a cost of R1,000,000 by January 2011	1	Roll-Over	R 250,000	R1,000,000 spent by January 2011					Proof of Payment
							2		R 500,000						
							3		R 1,000,000						
							4		-						
CAPITAL PROJECTS															
Project ID	Vote Nr	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Begin Date	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
New Capital	2065054030633	LED3	DEG3	Basic Service Delivery & Infrastructure Development	Established car wash to promote social development	Establishing a car wash at a cost of R500,000 by June 2011	1	New project	R 0	R500,000 spent by June 2011					Car Wash & Proof of Payment
							2		R 250 000						
							3		R 350 000						
							4		R 500,000						
New Capital	2065054031208	LED4	DEG4	Basic Service Delivery & Infrastructure Development	Entrepreneur Support Centre built to promote social development	Building an entrepreneurial support centre (incubation) at a cost of R300,000 by March 2011	1	New project	R 0	R500,000 spent by March 2011					Support Centre & Proof of Payment
							2		R 150,000						
							3		R 300,000						
							4		-						
New Capital	2065054035420	CBM1	DEG5	Basic Service Delivery & Infrastructure Development	N12 Slip road off constructed to ensure effective traffic flow	Constructing of N12 Road slip off at Goudkoppie at a cost of R412,000 by March 2011	1	New project	R 0	R412,000 spent by March 2011					Constructed Slip-off & Proof of Payment
							2		R 0						
							3		R 412,000						
							4		-						
New Capital	2065054030329	CBM2	DEG6	Basic Service Delivery & Infrastructure Development	Info office facility constructed to ensure effective service to tourists	Constructing of a info office at Goudkoppie (buildings) at a cost of R1,840,000 by June 2011	1	Replacing current hut at Goudkoppie	R 460,000	R1,840,000 spent by June 2011					Info Office & Proof of Payment
							2		R 820,000						
							3		R 1,360,000						
							4		R 1,840,000						
New Capital	2065054034612	CBM3	DEG7	Basic Service Delivery & Infrastructure Development	Paving constructed to ensure effective service to tourists	Constructing the paving at Goudkoppie at a cost of R79,000 by June 2011	1	New project	R 19 750	R79,000 spent by June 2011					Constructed Paving & Proof of Payment
							2		R 36 500						
							3		R 56 250						
							4		R 79,000						
New Capital	2060104032405	FBM1	DEG8	Basic Service Delivery & Infrastructure Development	Freshmark System upgraded to ensure improved service delivery	Upgraded Freshmark System at a cost of R100,000 by March 2011	1	Existing System	R 0	R100,000 spent by March 2011					Upgraded System & Proof of Payment
							2		R 0						
							3		R 100,000						
							4		-						

New Capital	FPM2	DEG9	Basic Service Delivery & Infrastructure Development	Counting machines purchased to ensure effective service delivery	Purchasing counting machines at a cost of R200,000 by September 2010	1	New project	R 200,000	R200,000 spent by September 2010					Counting Machine & Proof of Payment
						2								
						3								
						4								
New Capital	FPM3	DEG10	Basic Service Delivery & Infrastructure Development	Market Hall entrance and exit doors replaced to maintain the current infrastructure	Replacing the market hall entrance and exit doors at a cost of R170,000 by December 2010	1	New project	R 0	R170,000 spent by December 2010					New Market Hall & Proof of Payment
						2								
						3								
						4								
New Capital	FPM4	DEG11	Basic Service Delivery & Infrastructure Development	Market Hall renovated and additions made to ensure the maintenance of the current infrastructure	Renovating and additions of the market hall at a cost of R150,000 by March 2011	1	New project	R 50,000	R150,000 spent by March 2011					Market Hall & Proof of Payment
						2		R 100,000						
						3		R 150,000						
						4								
New Capital	FPM5	DEG12	Basic Service Delivery & Infrastructure Development	Evaporator Towers replaced to ensure efficient service delivery to producers	Replacing evaporator towers at a cost of R200,000 by December 2010	1	New project	R 0	R200,000 spent by December 2010					Replaced Evaporator Towers & Proof of Payment
						2		R 200,000						
						3								
						4								
<b>OPERATIONAL</b>														
Project ID	Project No.	Item No	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Item Line	Quarterly Projected Target	Annual Target	Service Target	Quarterly Actual Achievement	Reasons for Deviation	Planned Remedial Action	Portfolio of Evidence
National KPI	LED5	DEG13	Local Economic Development	Jobs created (National Key Performance Indicator)	Creating 280 jobs through the Municipality's local economic development initiatives including capital projects by June 2011	1	256	65	30 June 2011					Register
						2		130						
						3		195						
						4		280						
Operational	LED6	DEG14	Local Economic Development	Feasibility Report compiled to promote social economic development	Developing the feasibility report on township regeneration by June 2011	1	Report completed	Research	30 June 2011					Report & Council Resolution
						2		Draft Report						
						3		Public Participation						
						4		Report Developed						
Operational	LED7	DEG15	Local Economic Development	Consultations Meeting conducted to assist SMME's	Conducting 12 LED consultation meetings with stakeholders by June 2011	1	12	3	30 June 2011					Notice & Attendance Register
						2		3						
						3		3						
						4		3						
Operational	LED8	DEG16	Local Economic Development	Workshops conducted	Conducting 4 SMME workshops to capacitate SMME's by June 2011	1	12	1	30 June 2011					Notice & Attendance Register
						2		1						
						3		1						
						4		1						
Operational	LED9	DEG17	Local Economic Development	SMME's development and support	Developing and supporting SMME's at a cost of R550,000 by June 2011	1	Ongoing project	R 137,500	R550,000 30 June 2011					Register & Expenditure Vite
						2		R 275,000						
						3		R 412,500						
						4		R 550,000						

Operational	CBM4	DEG18	Local Economic Development	City Marketing to promote the city	Spending R4,298,000 on marketing by June 2011	1	R 3,228,385	R 1,074,500	R4,298,000 spent by 30 June 2011				Register & Expenditure Vote
						2		R 2,148,000					
						3		R 3,228,500					
						4		R 4,298,000					
Operational	FPN6	DEG19	Municipal Financial Viability & Management	Income collected to ensure effective financial viability	Total income of R2,534,880 collected from rentals by June 2011	1	R 879,700	R 833,715	R2,534,880 30 June 2011				Register & Income Vote
						2		R 1,287,430					
						3		R 1,801,145					
						4		R 2,534,880					
Operational	FPN7	DEG20	Municipal Financial Viability & Management		Total income of R300,000 collected from opening rooms by June 2011	1	R 298,921	R 75,000	R300,000 30 June 2011				Register & Income Vote
						2		R 150,000					
						3		R 225,000					
						4		R 300,000					
Operational	FPN8	DEG21	Municipal Financial Viability & Management		Total income of R13,042,720 collected from market dues by June 2011	1	R 10,890,250	R 3,260,680	R13,042,720 30 June 2011				Register & Income Vote
						2		R 8,521,390					
						3		R 8,782,040					
						4		R 13,042,720					
Operational	FPN9	DEG22	Municipal Financial Viability & Management		Total income of R59,510 collected from transport by June 2011	1	R 70,457	R 1,717	R59,510 30 June 2011				Register & Income Vote
						2		R 3,435					
						3		R 5,151					
						4		R 59,510					

# **DETAILED IDP CAPITAL WORKS PLAN**

## CITY OF MATLOSANA

MIG PROJECTS 2010/2011

MIG R83, 632, 000.00 - R900, 000.00 (PMU)

CASH FLOWS: MIG 2010/2011

ITEM #	PROJECT DESCRIPTION	FINANCIAL INFORMATION		Actual Expenditure 2009/2010	CASH FLOW												Project Progress	
		MIG FUNDING	Council FUNDING		Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Expenditure	% Etc.
1	WATER																	
1.1	Albany Bulk Water Supply (Phase 3)	4,000,000			1,559,853	940,000	720,129	480,000	360,000	241,218							4,000,000	100%
	Sub Total Water:	4,000,000	0		1,559,853	940,000	720,129	480,000	360,000	241,218							4,000,000	100%
2	SEWERAGE																	
2.1	Increase Capacity - Harbourside WWT/P Phase 1	5,722,000	0						738,710	629,420	1,025,960	915,520	400,540	514,580	628,848	261,822	5,722,000	100%
2.2	Health & Hygiene Programme: KOSH	7,500,000	0						409,445	404,082	446,726	472,233					2,500,000	100%
2.3	Upgrading of Sewer Pumping Stations Phase 2	3,000,000	0		276,900	246,900	370,900	466,900	427,200	414,000	414,000	378,000					3,000,000	100%
2.4	Upgrade of Grey Water Treatment Plant: 600mm Outfall Phase 4	7,100,000	0		289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000					7,100,000	100%
2.5	Upgrading of Other WWT/P Phase 2: Additional Work	2,899,100	0		267,587	235,556	353,037	450,723	412,919	400,076	400,076	365,267					2,699,100	100%
	Sub Total Sewerage:	21,221,100	0		1,993,817	1,008,406	1,391,362	3,019,648	2,999,897	2,827,377	3,270,591	3,025,446	400,540	514,580	628,848	261,822	21,221,100	100%
3	ROADS																	
3.1	Paving of Tsepo Road & Stormwater Junction Phase 4	9,500,000	0						1,064,000	1,213,901	925,645	1,107,795	1,393,963				9,500,000	100%
3.2	Paving of Tsepo Road - Junction Phase 2: Remaining Scope	3,500,000	0						606,900	606,900							3,500,000	100%
3.3	Paving of Tsepo Road - Junction Phase 2: Remaining Scope	6,500,000	0						728,000	830,564	925,916	757,963	853,776				6,500,000	100%
3.4	Paving of Tsepo Road & Stormwater Junction Phase 4	5,000,000	0						864,880	864,880	708,000	592,560	595,368	413,620	493,800		5,000,000	100%
3.5	Paving of Tsepo Road & Stormwater Junction Phase 4	5,000,000	0						864,880	864,880	708,000	592,560	595,368	413,620	493,800		5,000,000	100%
3.6	Paving of Tsepo Road & Stormwater Junction Phase 3	5,000,000	0						712,400	540,000	560,000	483,800	496,080	344,650	417,500		5,000,000	100%
3.7	Main Storm water Drainage - Junction Phase 2	5,000,000	0						716,803	543,337	593,646	496,852	499,156	345,981	414,043		5,000,000	100%
	Sub Total Roads:	41,500,000	0		2,206,426	4,067,992	4,677,251	4,539,752	5,537,403	4,423,862	4,190,296	4,041,332	4,333,622	5,519,471	1,833,142	0	41,500,000	100%
4	ELECTRICITY																	
4.1	Installation of High Mast Lights - Kruus Phase 3	5,000,000	0						510,000	682,712	625,000	731,862					5,000,000	100%
4.2	Installation of High Mast Lights - Kruus Phase 3	5,000,000	0						510,000	682,712	625,000	731,862					5,000,000	100%
	Sub Total Electricity:	10,000,000	0		1,163,000	1,121,000	1,255,000	1,354,214	1,020,000	1,365,423	1,250,000	1,463,723	0	0	0	0	10,000,000	100%
5	COMMUNITY SERVICES																	
5.1	Multi Purpose Community Centre - Junction Phase 1	4,000,000	0						417,888	569,824	432,000	472,000	395,040	386,864	275,880		4,000,000	100%
	Sub Total Building Construction:	4,000,000	0						417,888	569,824	432,000	472,000	395,040	386,864	275,880	0	4,000,000	100%
6	LOCAL ECONOMIC DEVELOPMENT																	
6.1	Building of Pea Market Shelters - Phase 3	2,000,000	0						204,000	273,085	261,500	292,673					2,000,000	100%
	Sub Total Electricity:	2,000,000	0						204,000	273,085	261,500	292,673	0	0	0	0	2,000,000	100%
7	PMU ADMINISTRATION																	
7.1	Management Fees	900,000							74,970	74,970	74,970	75,060	75,060	74,970	75,060	75,060	900,000	100%
	TOTAL MIG	63,532,000	0	63,532,000	6,433,466	7,441,409	8,268,112	10,352,568	10,134,403	9,894,591	9,437,337	9,370,257	5,404,402	2,505,239	2,722,231	365,022	63,532,000	100%

LEGEND:

1: Design Stage

2: Tender Stage

3: Tender Application

4: Construction Stage

K5: Matlosana City

Municipal Manager

Date:

M.M. Moshale

Date:

LMA

**3-YEAR  
IDP CAPITAL  
WORKS PLAN**

# CITY OF MATLOSANA

## IDP PROJECTS 2010/11 FINANCIAL YEAR

**MUNICIPAL INFRASTRUCTURE GRANT - R 87 892 000 - R 1 200 000 (PMU)**

PROJECT	MIG FUNDING	COUNTER FUNDING	TOTAL
MIG ALLOCATION 2010/2011:	87,892,000	Council	
PMU MANAGEMENT:	1,200,000		
Available Allocation: 2010/2011	86,692,000		
<b>1. SEWER</b>			
1.1 Increase Capacity - Hartbeesfontein Waste Water Plant (Phase 2)	37,000,000	7,500,000	44,500,000
1.2 Health & Hygiene Awareness Programme: KOSH	2,500,000		2,500,000
1.3 Upgrading mechanical, electrical equipment and pumpstations: Volume 2	14,431,770		14,431,770
1.4 Upgrade Orkney Waste Water Treatment Plant: 600mm Outfall Line: Phase 4	7,100,000		7,100,000
<b>TOTAL FOR SEWER</b>	<b>61,031,770</b>	<b>7,500,000</b>	<b>68,531,770</b>
<b>2. WATER</b>			
2.1 Alabama Bulk supply: Phase 3	4,000,000		4,000,000
2.2 Refurbishment of the Zink Tank: Tigane	2,000,000		2,000,000
<b>TOTAL FOR WATER</b>	<b>6,000,000</b>		<b>6,000,000</b>
<b>3. ELECTRICITY</b>			
3.1 Installation of Highmast Lights: Khuma	5,000,000		5,000,000
3.2 Installation of Highmast Lights: Kanana	5,000,000		5,000,000
<b>TOTAL FOR WATER</b>	<b>10,000,000</b>		<b>10,000,000</b>
<b>4. COMMUNITY SERVICES</b>			
4.1 Multi Purpose Community Centre (Phase 2): Jouberton	9,141,130		9,141,130
<b>TOTAL FOR COMMUNITY SERVICES</b>	<b>9,141,130</b>		<b>9,141,130</b>
<b>5. ECONOMIC GROWTH</b>			
5.1 Building of flea market shelters for entrepreneurs (Phase 3)	969,100	30,900	1,000,000
<b>TOTAL FOR ECONOMIC GROWTH</b>	<b>969,100</b>	<b>30,900</b>	<b>1,000,000</b>
<b>TOTAL FOR ALL SECTIONS</b>	<b>87 142,000</b>	<b>7 530,900</b>	<b>94 672,900</b>
Under / Over Commitment:	450,000		

LEGEND:	
	- Requires Additional Funding
	- Project to be incorporated into NDPG
	- New Projects

## INFRASTRUCTURE PROJECTS - COUNCIL FUNDING: 2010/2011

DEPARTMENT CIVIL ENGINEERING			
DESCRIPTION			AMOUNT
<b>1. SEWER</b>			
1.1 Hartbeesfontein Sewer Network: Phase 2			2,000,000
<b>TOTAL</b>			<b>2,000,000</b>
<b>2. ROADS &amp; STORM WATER AND LANDFILL SITES</b>			
2.1 Resealing of roads			4,500,000
2.2 Upgrading Mercury Road & N12 Intersection:			4,000,000
<b>TOTAL FOR ROADS &amp; STORM WATER AND LANDFILL SITES</b>			<b>8,500,000</b>
<b>3. DEPARTMENT ELECTRICAL ENGINEERING</b>			
3.1 Upgrading 11kV Distribution Network: Suburbs			3,500,000
<b>TOTAL</b>			<b>3,500,000</b>
<b>4. PUBLIC SAFETY</b>			
4.1 Upgrading of Fire Station - Hartbeesfontein/Tigane			500,000
4.2 Refurbishment of Fire Hydrants			500,000
<b>TOTAL</b>			<b>1,000,000</b>
<b>5. DEPARTMENT COMMUNITY SERVICES</b>			
5.1 Building & equipping Environmental Education Centre - Faen Meintjes			6,500,000
<b>TOTAL</b>			<b>6,500,000</b>
<b>GRAND TOTAL</b>			<b>21,500,000</b>



# CITY OF MATLOSANA

## IDP PROJECTS 2011/12 FINANCIAL YEAR

**MUNICIPAL INFRASTRUCTURE GRANT - R 100 609 000 - R 1 200 000(PMU)**

PROJECT	MIG FUNDING	COUNTER FUNDING	TOTAL
<b>MIG ALLOCATION 2011/2012:</b>	<b>100,609,000</b>		
<b>PMU MANAGEMENT:</b>	<b>1,200,000</b>		
<b>Available Allocation: 2011/2012</b>	<b>99,409,000</b>		
<b>1. ROADS &amp; STORM WATER AND LANDFILL SITES</b>			
1.1 Paving of Taxi Routes - Jouberton: Phase 5	8,500,000		8,500,000
1.2 Paving of Taxi Routes - Jouberton: Phase 2b: Remaining Scope	3,500,000		3,500,000
1.3 Paving of Taxi Routes - Kanana: Phase 5	6,000,000		6,000,000
1.4 Paving of Taxi Routes - Kanana: Lenong Road	6,500,000		6,500,000
1.5 Paving of Taxi Routes - Khuma: Phase 5	6,000,000		6,000,000
1.6 Paving of Taxi Routes - Alabama: Phase 4	5,000,000		5,000,000
1.7 Paving of Taxi Routes - Tigane: Phase 5	6,000,000		6,000,000
1.8 Main Storm-water Drainage - Jouberton (Phase 3)	5,000,000		5,000,000
1.9 Stone Pitching of Open Stormwater Channels: Khuma	3,757,000		3,757,000
<b>TOTAL FOR ROADS &amp; STORM WATER AND LANDFILL SITES</b>	<b>50,257,000</b>		<b>50,257,000</b>
<b>2. SEWER</b>			
2.1 Upgrading of Sewer Pumphline: Khuma:n Phase 2	3,000,000		3,000,000
2.2 Upgrading of Sorkney WWTP: Phase 5: Additional Work	4,000,000		4,000,000
<b>TOTAL FOR SEWER</b>	<b>7,000,000</b>		<b>7,000,000</b>
<b>3. WATER</b>			
3.1 Khuma Bulk Water Supply: 10ml Reservoir: Phase 3	7,500,000		7,500,000
3.2 Water Supply to Rural Schools & Clinics	2,000,000		2,000,000
<b>TOTAL FOR WATER</b>	<b>9,500,000</b>		<b>9,500,000</b>
<b>4. ELECTRICITY</b>			
4.1 Upgrading mechanical,electrical equipment and pumpstations: Volume 3	13,500,000		13,500,000
4.2 Installation of Highmast Lights: Kanana	4,000,000		4,000,000
4.3 Installation of Highmast Lights: Tigane	2,000,000		2,000,000
4.4 Installation of Highmast Lights: Alabama Extension 3	2,000,000		2,000,000
4.4 Installation of Highmast Lights: Jouberton Extension 24	2,000,000		2,000,000
<b>TOTAL FOR WATER</b>	<b>23,500,000</b>		<b>23,500,000</b>
<b>5. CORPORATE &amp; GORVANANCE</b>			
5.1 Upgrading of Community Halls	1,000,000		1,000,000
			0
<b>TOTAL FOR COMMUNITY SERVICES</b>	<b>1,000,000</b>		<b>1,000,000</b>
<b>6. ECONOMIC GROWTH</b>			
6.1 Building of flea market shelters for entrepreneurs (Phase 3)	2,000,000		2,000,000
6.2 Youth Enterpreunerial Advise Centre: Phase 1: Township	3,000,000		3,000,000
6.3 Development of Car Wash	2,000,000		2,000,000
<b>TOTAL FOR ECONOMIC GROWTH</b>	<b>7,000,000</b>		<b>7,000,000</b>
<b>TOTAL FOR ALL SECTIONS</b>	<b>98,257,000</b>		<b>98,257,000</b>
<b>Under / Over Commitment:</b>	<b>-1,152,000</b>		
<b>LEGEND:</b>			

<b>INFRASTRUCTURE PROJECTS - COUNCIL FUNDING: 2011/2012</b>			
<b>DEPARTMENT CIVIL ENGINEERING</b>			
<b>DESCRIPTION</b>			<b>AMOUNT</b>
Water supply -Midvaal Endpoint Reservoir to Murrumbidgee Reservoir: Phase 2			5,000,000
Resealing of roads			4,500,000
Installations of Shelters for the Main Taxi Rank: Klerksdorp			8,500,000
<b>TOTAL</b>			<b>18,000,000</b>
<b>DEPARTMENT ELECTRICAL ENGINEERING</b>			
Upgrading 11kV Distribution Network Northern Suburbs			3,500,000
N12 West Bulk Electrical Infrastructure (Loan)			40,000,000
<b>TOTAL</b>			<b>43,500,000</b>
<b>FINANCIAL SERVICES</b>			
Upgrade Paypoints			1,000,000
<b>TOTAL</b>			<b>1,000,000</b>
<b>PUBLIC SAFETY</b>			
Upgrading of Fire Station - Hartbeesfontein/Tigane			1,000,000
<b>TOTAL</b>			<b>1,000,000</b>
<b>ECONOMIC GROWTH</b>			
Emerging Farmers Project			1,000,000
Upgrade Market Hall			6,000,000
<b>TOTAL</b>			<b>7,000,000</b>
<b>CORPORATE SERVICES</b>			
Upgrade Community Facilities			1,300,000
New Office Block: City of Matlosana (Loan)			45,000,000
<b>TOTAL</b>			<b>46,300,000</b>
<b>DEPARTMENT COMMUNITY SERVICES</b>			
Provision for Climate Change			5,000,000
<b>TOTAL</b>			<b>5,000,000</b>
<b>GRAND TOTAL</b>			<b>121,800,000</b>

# **PERFORMANCE AGREEMENTS**

# **PERFORMANCE AGREEMENT**

**IN TERMS OF THE LOCAL GOVERNMENT:  
MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000)**

**AND**

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006**

**Entered into by and between**

The **CITY OF MATLOSANA** herein represented by

**L.M KORTJAS**

in her capacity as

**Acting Executive Mayor**  
(hereinafter referred to as the **Employer**)

And

**M.M. MOADIRA**

*As the*

**Municipal Manager**  
(hereinafter referred to as the **Employee**)

For the Period

1 July 2010 To 30 June 2011

LM

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by Lebenya Mpolokeng Kortjas (full name) in his capacity as Acting Executive Mayor (hereinafter referred to as the **Employer**) and Matshedisho

Moses Moadira (full name) Employee of the Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2010 and will remain in force until 30 June 2011 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

## 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	20%
Municipal Institutional Development and Transformation	20%
Local Economic Development (LED)	2%
Municipal Financial Viability and Management	43%
Good Governance and Public Participation	15%
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Strategic Capability and Leadership	√	10%
Programme and Project Management		
Financial Management	compulsory	15%
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	15%
Client Orientation and Customer Focus	compulsory	15%
Communication		
Honesty and Integrity	√	10%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks		
Knowledge of Performance Management and Reporting	√	10%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline	√	15%
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	√	10%
Total percentage	-	100%

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.



6.5 The annual performance appraisal will involve:

**6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CCRs**

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					



## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September 2010
<b>Second quarter</b>	:	October – December 2010
<b>Third quarter</b>	:	January – March 2011
<b>Fourth quarter</b>	:	April – June 2011

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
  - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
  - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

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12.1.2 any other person appointed by the MEC.

12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

### 13. GENERAL

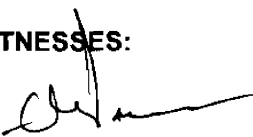
13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

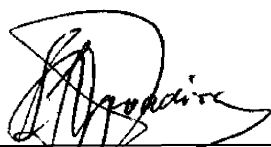
13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at .....Klerksdorp.....on this the...14... day of ....July..... 200...10

AS WITNESSES:


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EMPLOYEE

2. 

AS WITNESSES:

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EMPLOYER

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# Performance Plan

## MUNICIPAL MANAGER M M Moadira

CITY OF MATLOSANA  
Period 1 July 2010 to 30 June 2011

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**MUNICIPAL MANAGER**

**PP PROJECTS**

Project ID	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
PP - grant	MM1	Basic Service Delivery & Infrastructure Development	IDP Grants spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP grants on Roads, Storm water and Landfill Site at a cost of R41,530,900 by March 2011	1 2 3 4	R 31,070,400	R 25,472,927 R 38,198,287 R 41,530,900 -	R41,530,900 spent by March 2011					Expenditure Vote
PP - grant	MM2	Basic Service Delivery & Infrastructure Development		Spending IDP grants on Electrical at a cost of R10,000,000 by December 2010	1 2 3 4	R 6,000,000	R 7,278,838 R 10,000,000 - -	R10,000,000 spent by December 2010					Expenditure Vote
PP - grant	MM3	Basic Service Delivery & Infrastructure Development		Spending IDP grants on Sewer at a cost of R21,221,100 by March 2011	1 2 3 4	R 26,930,900	R 13,088,710 R 19,785,450 R 21,221,100 -	R21,221,100 spent by March 2011					Expenditure Vote
PP - grant	MM4	Basic Service Delivery & Infrastructure Development		Spending IDP grants on Water at a cost of R4,000,000 by September 2010	1 2 3 4	R 3,071,000	R 4,000,000 - - -	R4,000,000 spent by September 2010					Expenditure Vote
PP - grant	MM5	Basic Service Delivery & Infrastructure Development		Spending IDP grants on Community Services at a cost of R4,000,000 by March 2011	1 2 3 4	R 7,400,000	R 2,028,212 R 3,327,252 R 4,000,000 -	R4,000,000 spent by March 2011					Expenditure Vote
PP - grant	MM6	Basic Service Delivery & Infrastructure Development		Spending IDP grants on Economic Affairs & Corporate Communication at a cost of R2,000,000 by December 2010	1 2 3 4	R 2,000,000	R 1,455,728 R 2,000,000 - -	R2,000,000 spent by December 2010					Expenditure Vote
PP - council funded	MM7	Basic Service Delivery & Infrastructure Development	IDP Council Funded spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP council funds on Roads, Storm water and Landfill Site at a cost of R8,500,000 by March 2011	1 2 3 4	R 4,500,000	R 2,833,334 R 5,666,667 R 8,500,000 -	R8,500,000 spent by March 2011					Expenditure Vote
PP - council funded	MM8	Basic Service Delivery & Infrastructure Development		Spending IDP council funds on Sewer at a cost of R2,000,000 by March 2011	1 2 3 4	R 0	R 666,667 R 1,333,333 R 2,000,000 -	R2,000,000 spent by March 2011					Expenditure Vote

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IP - council unded	MM9	Basic Service Delivery & Infrastructure Development	Spending IDP council funds on Electrical at a cost of R3,500,000 by March 2011	1 2 3 4	R 300,000 R 2,000,000 R 3,500,000 -	R 3,500,000 spent by March 2011						Expenditure Vote	
IP - council unded	MM10	Basic Service Delivery & Infrastructure Development	Spending IDP council funds by Public Safety at a cost of R1,000,000 by March 2011	1 2 3 4	R 0 R 500,000 R 1,000,000 -	R 500,000 spent by March 2011						Expenditure Vote	
IP - council unded	MM11	Basic Service Delivery & Infrastructure Development	Spending IDP council funds on Community Services at a cost of R6,500,000 by February 2011	1 2 3 4	R 2,166,667 R 4,333,333 R 6,500,000 -	R 6,500,000 spent by February 2011						Expenditure Vote	
IP - council unded - oil Over	MM12	Basic Service Delivery & Infrastructure Development	Spending IDP council funds on the electrification of housing projects at a cost of R21,257,264 by December 2010	1 2 3 4	R 4,716,900 R 21,257,264 - -	R 21,257,264 spent by December 2010						Expenditure Vote	
CAPITAL PROJECTS													
Project ID.	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
ew capital	MM13	Basic Service Delivery & Infrastructure Development	New Capital spent to ensure effective and efficient service delivery	Purchasing of vehicles and plant at a cost of R13,120,000 by December 2010	1 2 3 4	R 22,000,000	R 0 R 13,120,000 - -	R 13,120,000 spent by December 2010					Expenditure Vote
ew capital	MM14	Basic Service Delivery & Infrastructure Development	Implementing of new capital at a cost of R60,888,199 by June 2011	Implementing of new capital at a cost of R60,888,199 by June 2011	1 2 3 4	R 27,303,450	R 15,222,050 R 30,444,995 R 45,666,150 R 60,888,199	R 60,888,199 spent by June 2011					Expenditure Vote
OPERATIONAL													
Project ID.	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
ompi-ice	MM15	Municipal Institutional Development and Transformation	Quarterly Review conducted to comply with legislation	Conducting 4 quarterly reviews by June 2011	1 2 3 4		1 1 1 1	30 June 2011					Notice / Attendance Register / Minutes
ompi-ice	MM16	Municipal Institutional Development and Transformation	Performance Agreements signed to comply with legislation	Signing performance agreements with section 57 employees by June 2011	1 2 3 4		- - - Agreements signed	30 June 2011					Signed Agreements

  
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MM17	Municipal Institutional Development and Transformation	Annual Performance Report approved to comply with section 48 of the MSA	Approving an Annual Performance Report by Municipal Manager by August 2010	1		Report approved	31 August 2010				MM Resolution
				2		-					
				3		-					
				4		-					
MM18	Municipal Institutional Development and Transformation	Annual Report tabled to comply with section 121 of MFMA	Tabling the Annual Report before Council by 31 January 2011	1		-	31 January 2011				Council Resolution
				2		-					
				3		-					
				4		-					
MM19	Good Governance and Public Participation	IPD developed to comply with legislation, as well as guidelines and processes	Approving final IDP by Council by 31 May 2011	1		-	31 May 2011				Council Resolution
				2		-					
				3		-					
				4		IDP Approved					
MM20	Local Economic Development	Jobs created (National Key Performance Indicator)	Creating 260 jobs through the Municipality's local economic development initiatives including capital projects by June 2011	1	256	65	31 June 2011				Register
				2		130					
				3		195					
				4		260					
MM21	Municipal Financial Viability & Management	Financial Viability expressed (National Key Performance Indicators)	R202,555 on capital budget spend by June 2011	1	R 202,902,000	R 50,838,750	30 June 2011				Actual Spending as per Main Ledger print
				2		R 101,277,500					
				3		R 151,916,250					
				4		R 202,555,000					
MM22	Municipal Financial Viability & Management		Cost coverage ratio for 2009/10 by August 2010	1	0.07	1	31 August 2010				Cost Coverage Print out
				2		-					
				3		-					
				4		-					
MM23	Municipal Financial Viability & Management		Debt coverage ratio for 2009/10 by August 2010	1	50.35	40	31 August 2010				Debt Coverage Print out
				2		-					
				3		-					
				4		-					
MM24	Municipal Financial Viability & Management		Outstanding Service Debtors to Revenue ratio for 2009/10 by August 2010	1	0.96	0.50	31 August 2010				Outstanding Service Print & Calculations
				2		-					
				3		-					
				4		-					
MM25	Municipal Financial Viability & Management	Payments Received vs. Monthly Levies	3% Increase (from current 82% to 85%) in annual debtors collection rate by June 2011	1	3%	83%	30 June 2011				Prints & Calculations on Financial Indicators
				2		83%					
				3		84%					
				4		85%					

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MM26	Municipal Financial Viability & Management	Indigent Subsidy for Free Basic Services allocations to comply with legislation	R70,000,000 spend on free basic services by June 2011	1 2 3 4		R 17,500,000 R 35,000,000 R 52,500,000 R 70,000,000	30 June 2011				Print out of Actual Spending
MM27	Municipal Financial Viability & Management		39,700 Approved households with free basic services (indigents) by June 2011	1 2 3 4	39,330	39,400 39,500 39,600 39,700	30 June 2011				Register
MM28	Municipal Financial Viability & Management		47% Registered households earning less than R2,161 per month by June 2011	1 2 3 4	46%	46% 46% 47% 47%	30 June 2011				Calculations
MM29	Municipal Financial Viability & Management	Budget approved in order to comply with legislation	Approving the final budget by 31 May 2011	1 2 3 4		- - - Budget approved	31 May 2011				Council Resolution
MM30	Municipal Financial Viability & Management	2008/09 Financial Statements submitted to comply with legislation	Submitting the 2009/10 financial statements to the Auditor-General by 31 August 2010	1 2 3 4		Statements submitted - - -	31 August 2010				Acknowledgement letter from AG
MM31	Good Governance and Public Participation	Internal Controls in place to ensure proper management of the municipality	Conducting 4 Audit Committee meetings by June 2011	1 2 3 4		1 1 1 1	30 June 2011				Notice / Attendance Register / Minutes
MM32	Good Governance and Public Participation		Obtaining an improved Audit Report outcome for the Financial year 09/10 by June 2011	1 2 3 4		- - - Unqualified Audit Report	30 June 2011				Exemption Report
MM33	Good Governance and Public Participation		Adopting an Oversight Report by Council by March 2011	1 2 3 4		- - Oversight Report adopted -	30 March 2011				Council Resolution

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# Personal Development Plan (PDP)

**MUNICIPAL MANAGER**  
**M M Moadira**

CITY OF MATLOSANA

Period 1 July 2010 to 30 June 2011

*Dr. M. Moadira*

Personal Development Plan of: **M M Moadira**

Appendix

Compiled on (Date): **1 July 2010**

Competency area	Competencies required	Knowledge and Skills	Employee		Supervisor		HR Skills gap identified
			Yes	No	Yes	No	
1. Strategic leadership and management	The ability to lead service delivery systems of a complex nature and to manage the achievement of municipal strategies and goals.	<ul style="list-style-type: none"> <li>• Providing visible, supportive &amp; effective leadership across a municipality.</li> <li>• Motivating and empowering staff to deliver on municipal strategies and goals.</li> <li>• Fostering a positive and creative management culture.</li> <li>• Aligning municipal strategies and goals with national and provincial policies and within the district.</li> <li>• Managing and overseeing implementation of an effective performance management system across the municipality.</li> <li>• Utilising strategic planning methods and tools</li> <li>• Ensuring that the municipality's service delivery is based on <i>Batho Pele</i> principles of government</li> </ul>					
	The ability to formulate and influence short, medium and long-term service delivery plans to deliver on	<ul style="list-style-type: none"> <li>• Providing direction and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget</li> </ul>					

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	municipal strategies and goals.	<ul style="list-style-type: none"> <li>• implementation plan (SDBIP). Aligning municipal strategies and goals across the functional areas of the municipality.</li> <li>• Assessing the financial and non financial implications of plans and municipal strategies and goals.</li> <li>• Assessing and monitoring the impact of financial and non-financial changes on plans including national and provincial policy statements and changes.</li> <li>• Implementing plans within the local government legal framework.</li> <li>• Identifying and managing risk in plans.</li> <li>• Based on the past and current performance and financial position of the municipality, advise on municipal plans and strategies and goals.</li> </ul>						
	The ability to provide supportive leadership to the municipal council and senior management team.	<ul style="list-style-type: none"> <li>• Working closely in conjunction with the senior management team to support the mayor and/or executive mayoral committee and/or municipal council.</li> <li>• In conjunction with the senior management, contributing and advising on policy objectives to ensure clear purpose and direction.</li> <li>• Evaluating and reporting to the mayor and/or executive mayoral committee and/or the municipal council on the alignment and</li> </ul>						

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		<p>achievement of strategies and goals in respect of activities, service delivery and performance.</p> <ul style="list-style-type: none"> <li>Formulating, in conjunction with the municipal council and senior management team, a clear vision, mission and strategies and goals.</li> <li>Establishing a culture of learning within the municipality.</li> </ul>						
	<p>The ability to develop and maintain strategic alliances with various stakeholders.</p>	<ul style="list-style-type: none"> <li>Developing and maintaining strategic alliances within the cooperative governance framework.</li> <li>For the purpose of achieving the Constitutional mandate of local government, developing and maintaining strategic alliances with organisations and bodies outside government.</li> <li>Communicating the municipality's mission and vision to various stakeholders</li> </ul>						
<p><b>2. Strategic financial management</b></p>	<p>The ability to guide the management of an effective, economic and efficient finance function, supported by effective financial management policies and practices.</p>	<ul style="list-style-type: none"> <li>Knowledge of and understanding public sector financial management</li> <li>Knowledge and practical use of information technology and software, including PowerPoint, Excel and Word to support the financial management function</li> <li>Good verbal and written communication and presentation skills, excellent interpersonal relation and human resource management</li> </ul>						

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					<ul style="list-style-type: none"><li>skills, negotiation skills and the ability to share knowledge and promote a learning environment</li><li>Formulating and implementing finance strategies, which enhance good financial management and decision-making practices across the municipality.</li><li>Developing and implementing financial policies and systems to ensure efficient and effective financial administration and control.</li><li>Developing, implementing and maintaining financial management guidelines, financial instructions, credit control procedures, debt collection and related financial policies.</li><li>Managing the control of assets according to policies and procedures.</li><li>Managing and overseeing implementation of an effective performance management system within the finance function.</li><li>Overseeing the financial management, tax implications and performance of service delivery mechanisms (internal and external (including municipal entities in the case of a municipality)) and outsourced service agreements.</li></ul>				
	The ability to forecast revenue and expenditure and	<ul style="list-style-type: none"><li>Preparing multi-year revenue and expenditure forecasts aligned with the strategic plans</li></ul>							

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	assessing the impact thereof on a municipality's financial position and performance.	and budget and advising the impact thereof on service delivery, performance and financial position. <ul style="list-style-type: none"> <li>Developing sustainable strategies to address revenue shortfalls in alignment with strategic plans.</li> </ul>					
3. Operational financial management	The ability to guide the commissioning and operation of financial systems.	<ul style="list-style-type: none"> <li>Formulating specifications, commissioning and overseeing the maintenance of appropriate and accurate financial operating systems, including the areas of debt, cash, investment, asset and liability management, revenue management, expenditure management, audit- and analytical requirements and statutory deductions.</li> <li>Generating, regular reporting, measuring and monitoring of financial information to ensure financial control and to measure and monitor performance.</li> <li>Ensuring adequate control of financial operating systems.</li> <li>Through the use of financial operating systems, analyse, evaluate and report on the financial position, borrowings and performance of the municipality and how that impacts on the implementation of the budget and service delivery and budget implementation plan (SDBIP).</li> <li>Determining requirements for</li> </ul>					

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		<p>in-house or outsourced or shared service agreements for the operation of financial systems.</p> <ul style="list-style-type: none"> <li>Regular review of the efficiency and effectiveness of financial operating systems to align with the changing needs of the municipality.</li> </ul>						
	<p>The ability to maintain sufficient working capital (cash flow/short-term liquidity) to meet the needs of the municipality.</p>	<ul style="list-style-type: none"> <li>Monitoring the effects of changes, including legislation, inflation and resource allocations, on the working capital.</li> <li>Prioritising working capital to align with strategies and goals.</li> <li>Monitoring and reporting on working capital, including how that affects investment options, revenue and debt collection.</li> <li>Monitoring and reporting, through analysis, the implications of borrowing and the significance thereof to service delivery programmes and possible influences on the financial markets.</li> <li>Applying 'best practice' risk management practices to the management of working capital</li> </ul>						
	<p>The ability to guide and oversee the budget preparation and implementation process</p>	<ul style="list-style-type: none"> <li>In the case of a municipality: <ul style="list-style-type: none"> <li>Advising the mayor on the time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and the annual review of</li> </ul> </li> </ul>						

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| <ul style="list-style-type: none"> <li>• Overseeing the preparation, adoption and implementation of the budget and providing support to the mayor or board of directors throughout the budget process</li> <li>• Ensuring compliance to the legislative framework governing budgets and formats.</li> <li>• Knowledge of financial planning, taxation, budgeting and forecasting and the interrelation thereof.</li> </ul> | <ul style="list-style-type: none"> <li>• Establish clear roles and responsibilities, separation of powers and regular reporting lines for all role players within the municipality to ensure transparency and accountability.</li> <li>• Knowledge and understanding of governance and ethics in financial management, embodied in the King Report on Corporate Governance, as it applies to the local government legal framework.</li> <li>• Promoting the generation and sharing of knowledge and learning to enhance the</li> </ul> |
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- Ensuring compliance to the legislative framework governing budgets and formats.
- Knowledge of financial planning, taxation, budgeting and forecasting and the interrelation thereof.

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- Establish clear roles and responsibilities, separation of powers and regular reporting lines for all role players within the municipality to ensure transparency and accountability.
- Knowledge and understanding of governance and ethics in financial management, embodied in the King Report on Corporate Governance, as it applies to the local government legal framework.
- Promoting the generation and sharing of knowledge and learning to enhance the

- **Knowledge and understanding of governance and ethics in financial management, embodied in the King Report on Corporate Governance, as it applies to the local government legal framework.**

- Promoting the generation and sharing of knowledge and learning to enhance the

**The ability to lead, establish and implement good governance in the municipality.**



#### 4. Governance, ethics & values in financial management

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		budget and service delivery and budget implementation plan (SDBIP), tariff-, rates-, credit control, debt collection-, supply chain management-, and other relevant policies.							
	The ability to guide and manage the performance reporting process of the municipality.	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Establishing, implementing and maintaining a performance management system. In the case of a municipal entity also regularly monitoring, measuring, reviewing and reporting its performance to its parent municipality.</li> <li>• Guide and manage the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) of the MFMA), mid year performance reporting (section 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid year performance reporting (section 88 of the MFMA)</li> <li>• Ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> </ul>							

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					consider its municipal entities and Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government				
					<ul style="list-style-type: none"> <li>Ensuring that the internal audit activities are prioritised according to the risk expos considering risk and risk management.</li> <li>Analysing the reports of the internal audit unit and the audit committee when considering risk and risk management.</li> </ul>				
					<ul style="list-style-type: none"> <li>Understanding the local government environment (including legislative, social, political and economic) and the ability to analyse the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognising when this necessitates change</li> <li>Guide and oversee the implementation of change management</li> <li>The ability to be proactive and find creative and innovative solutions to change</li> <li>Consultation with and management of various stakeholders particular to the change</li> <li>Managing and resolving any resistance to change</li> </ul>				
					The ability to guide the management of change for the municipality.				

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					<p>establishment of project- and contract management capacity within the municipality. This includes building capacity through appropriate training and the allocation of resources.</p> <ul style="list-style-type: none"> <li>• Ensuring clear lines of accountability, regular monitoring, measuring and reporting on the performance of projects and contracts, within the various service areas, including to the accounting officer and to the council or the board of directors</li> <li>• Ensuring regular reporting by external mechanisms and all contractors and service providers including the availability of adequate information for the municipality to meet its statutory reporting obligations</li> <li>• Establishing and maintaining a contract register</li> <li>• Establishing a contract management process to ensure that, prior to their commencement, contracts and amendments to contracts are in writing, include appropriate contract terms and conditions (including section 116 contract requirements (MFMA)) and contain performance based contract remuneration</li> <li>• Oversee the implementation of project plans across the municipality</li> <li>• Contributing to the resolution of</li> </ul>					
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		<p>problems and disputes as and when required</p> <ul style="list-style-type: none"> <li>Supporting the municipal council and mayor of the municipality or the board of directors of a municipal entity in consulting and securing stakeholder and community support for and involvement in projects where relevant.</li> </ul>							
8. Legislation, policy and implementation	<p>The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws</p>	<ul style="list-style-type: none"> <li>Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies</li> <li>Excellent verbal communication and writing skills and an ability to research and analyse complex information</li> <li>Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies</li> </ul>							

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		<ul style="list-style-type: none"> <li>• Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws.</li> <li>• Conceptualising, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.</li> </ul>							
	<p>The ability to implement, manage and oversee the implementation of legislation and policy</p>	<ul style="list-style-type: none"> <li>• Implementing and overseeing the implementation and enforcement of policies and Bylaws</li> <li>• Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury</li> <li>• Regularly monitor and report to the municipal council on the implementation of policies and</li> </ul>							

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						including details of all tenders received and awarded, disclosure of sponsorships, inducements, rewards, gifts and favours, awards to close family members and persons in the service of the state, etc. This includes disclosure and reporting thereof (website, annual financial statements, etc.)					
						<ul style="list-style-type: none"> <li>Ensuring and providing support for the resolution of supply chain management related disputes, objections, complaints and queries</li> <li>Ensuring unsolicited bids are considered in accordance with the framework contained in the Municipal Supply Chain Management Regulations</li> <li>Establishing and monitoring measures to combat abuse of the supply chain management system, fraud, corruption, favouritism and unfair and irregular practices</li> </ul>					
						<ul style="list-style-type: none"> <li>Ensure an efficient and effective internal audit unit is established for the municipality or municipal entity in accordance with MFMA requirements. This includes building internal audit capacity through appropriate training and the allocation of resources</li> <li>Overseeing the management of the internal audit unit including preparation of a risk based</li> </ul>					
						The ability to guide and oversee the establishment of an effective internal audit unit and audit committee					
						<b>11. Audit and Assurance</b>					

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					audit plan and an internal audit programme for each financial year. This includes ensuring that the levels of service required from the internal audit unit complies with section 165(2) of the MFMA and the Municipal Systems Act.	
					<ul style="list-style-type: none"> <li>Advise and provide administrative support to council for the establishment of an audit committee for the municipality and any of its municipal entities and the appointment of members for such committee(s), in accordance with MFMA requirements. This includes advising council or the board of directors on the role of the audit committee in terms of section 166(2) of the MFMA</li> <li>Providing administrative support and resources for the effective functioning of the audit committee. This includes ensuring access to the financial records and other relevant information of the municipality or municipal entity</li> <li>Analysing the reports and advice of the internal audit unit and the audit committee and taking appropriate action</li> </ul>	
	The ability to support the audit process, in order to obtain the optimum level of assurance from the				<ul style="list-style-type: none"> <li>Through consistent and sound financial management, timely prepare and submit accurate annual financial statements for auditing and the annual</li> </ul>	

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	Auditor-General	<p>report(s) for the municipality and/ or its entities to the Auditor-General (refer chapter 12 of the MFMA). In the case of a municipality with sole / effective control of a municipal entity this includes consolidated financial statements of the municipality and such municipal entities.</p> <ul style="list-style-type: none"> <li>• Providing appropriate administrative support to the Auditor-General and access to all relevant information required to conduct the audit.</li> <li>• Overseeing the management of communication with and access of the Auditor-General to the internal audit unit, audit committee and their reports. This is to ensure coordination between internal and external audit and to prevent a duplication of work</li> <li>• Ensuring and managing appropriate communication with the Office of the Auditor-General</li> <li>• During the audit, timeously responding to and managing the responses of various departments to audit queries and requests for additional information</li> <li>• Analysing the audit report and advice of the Auditor-General and taking appropriate action</li> <li>• Coordinating and ensuring the distribution, analysis and management response to the</li> </ul>							
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		municipality and/or municipal entities to strive to obtain the optimum level of assurance from the Auditor-General.							
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Employee's signature :



Manager's signature:  
Employer's

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# CONFIDENTIAL FINANCIAL DISCLOSURE FORM

I, the undersigned: M M Moadira  
Municipal Manager

City of Matlosana

(Postal address):

P.O. BOX 1939  
KLERKSDORP.  
2570

(Residential address):

17B ROSEMARY STR  
FLAMWOOD.  
KLERKSDORP.

Tel: 0828023508

Fax: \_\_\_\_\_

hereby certify that the following information is complete and correct to the best of my knowledge:

1. **Shares and other financial interests (Not bank accounts with financial institutions.)**  
See information sheet: note (1)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity
1000			Metropolitan
60			EXXARO
200			PHUTHUMA MATHE
200			WELKOM YIZANE

2. **Directorships and partnerships**  
See information sheet: note (2)

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income
	N/A	

3. **Remunerated work outside the Municipality**  
Must be sanctioned by Council. See information sheet: note (3)

Name of Employer	Type of Work	Amount of remuneration/ Income
N/A		

Council: City of Matlosana

Signature by Council: \_\_\_\_\_ Date \_\_\_\_\_

4. **Consultancies and retainerships**  
See information sheet: note (4)

Name of client	Nature	Type of business activity	Value of any benefits received
N/A			

5. **Sponsorships**  
See information sheet: note (5)

Source of assistance/sponsorship	Description of assistance/ Sponsorship	Value of assistance/sponsorship
N/A		

6. **Gifts and hospitality from a source other than a family member**  
See information sheet: note (6)

Description	Value	Source

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## OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer YES

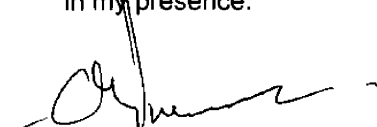
(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer No

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer YES

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

  
Commissioner of Oath / Justice of the Peace

Full first names and surname: MATHEHISHO MOSES MOAGRA (Block letters)

Designation (rank) MUNICIPAL MANAGER Ex Officio Republic of South Africa

Street address of institution GR O.R. TAMBO + BRAM FISCHER

Date 14 JULY 2010 Place KLERKSDORP


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CONTENTS NOTED: Executive Mayor

DATE: 14 July 2010

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7. Land and property  
See information sheet: note (7)

Description	Extent	Area	Value
RESIDENTIAL PROPERTY	590 m <sup>2</sup>	FLAMWOOD	± R900 000

  
SIGNATURE OF EMPLOYEE

DATE: 14 JULY 2010

PLACE: KLEAKS OVRP.

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# **PERFORMANCE AGREEMENT**

**IN TERMS OF THE LOCAL GOVERNMENT:  
MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000)**

**AND**

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006**

**Entered into by and between**

The **CITY OF MATLOSANA** herein represented by

**M.M. MOADIRA**

in his capacity as

**Municipal Manager**  
(hereinafter referred to as the **Employer**)

And

**K.S. MASISI**

*As the*

**Director Infrastructure and Utilities**  
(hereinafter referred to as the **Employee**)

For the Period

1 July 2010 To 30 June 2011

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by Matshediso Moses Moadira (full name) in his capacity as Municipal Manger (hereinafter referred to as the **Employer**) and Kehitlhile Samuel Masisi (full name) Employee of the Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and

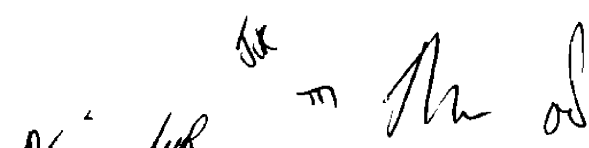
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- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2010 and will remain in force until 30 June 2011 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.
- 

## 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	100%
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

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6.5 The annual performance appraisal will involve:

**6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CCRs**




- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					

✓ <sup>CR</sup>   



Level	Terminology	Description	Rating				
			1	2	3	4	5
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the Mayoral Committee; and
- 6.8.4 Municipal Manager from another municipality.

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- 6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September 2010
<b>Second quarter</b>	:	October – December 2010
<b>Third quarter</b>	:	January – March 2011
<b>Fourth quarter</b>	:	April – June 2011

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall –
- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
  - 9.1.2 provide access to skills development and capacity building opportunities;
  - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
  - 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
  - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

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## 10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

*N. de Klerk*

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

### 13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Klerksdorp on this the ..... day of ..... 14 July 2008.

AS WITNESSES:

1. [Signature]

[Signature]  
EMPLOYEE

2. [Signature]

AS WITNESSES:

1. [Signature]

[Signature]  
EMPLOYER

2. [Signature]

## Performance Plan

# DIRECTOR INFRASTRUCTURE & UTILITIES K S Masisi

CITY OF MATLOSANA  
Period 1 July 2010 to 30 June 2011

*KS*  
*Masisi*

# CTOR INFRASTRUCTURE & UTILITIES

## ENGINEERING PROJECTS

Project ID	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
MIG - st d from 2012 to 2011	200004013604	DIU1	DIU1	Basic Service Delivery & Infrastructure Development	Indoor Sports Centre built to improve socio economic conditions	Building an indoor sports centre at a cost of R5,000,000 by June 2011	1	Roll-Over	R 1,250,000	R5,000,000 spent by June 2011					Indoor Sports Centre & Proof of Payment / Expenditure Vole
							2		R 2,500,000						
							3		R 3,750,000						
							4		R 5,000,000						
MIG - st d from 2012 to 2011	2035054013604	ROA1	DIU2	Basic Service Delivery & Infrastructure Development	Main Storm Water Drainage provided to ensure new infrastructure and better service delivery	Constructing a main storm water drainage in Jouberton (Phase 2) at a cost of R6,030,900 by March 2011	1	Phase 2 In progress - R5,000,000	R 2,863,760	R5,030,900 March 2011					New storm water drainage & Proof of Payment
							2		R 4,253,414						
							3		R 5,030,900						
							4		-						
MIG - st d from 2012 to 2011	2035054013604	ROA2	DIU3	Basic Service Delivery & Infrastructure Development	Taxi Routes paved and Storm Water Drainage system upgraded to ensure a better accessibility to the community	Paving of taxi routes and upgrading of storm water drainage system in Jouberton (Phase 4) at a cost of R9,500,000 by December 2010	1	Phase 3 Completed - R8,500,000	R 6,077,578	R9,500,000 December 2010					Paved taxi routes, upgraded storm water drainage & Proof of Payment
							2		R 9,500,000						
							3		-						
							4		-						
MIG - st d from 2012 to 2011	2035054013604	ROA3	DIU4	Basic Service Delivery & Infrastructure Development		Paving of taxi routes and upgrading of storm water drainage system in Jouberton (Phase 2b - Remaining Scope) at a cost of R3,500,000 by September 2010	1	Remaining Scope	R 3,500,000	R3,500,000 September 2010					Paved taxi routes, upgraded storm water drainage & Proof of Payment
							2		-						
							3		-						
							4		-						
MIG - st d from 2012 to 2011	2035054013604	ROA4	DIU5	Basic Service Delivery & Infrastructure Development		Paving of taxi routes and upgrading of storm water drainage system in Kanana (Lenong Road) at a cost of R6,500,000 by December 2010	1	Phase 3 Completed - R5,000,000	R 4,158,343	R6,500,000 December 2010					Paved taxi routes, upgraded storm water drainage & Proof of Payment
							2		R 6,500,000						
							3		-						
							4		-						
MIG - st d from 2012 to 2011	2035054013604	ROA5	DIU6	Basic Service Delivery & Infrastructure Development		Paving of taxi routes and upgrading of storm water drainage system in Khuma (Phase 4) at a cost of R6,000,000 by March 2011	1	Phase 3 Completed - R5,000,000	R 3,196,512	R6,000,000 March 2011					Paved taxi routes, upgraded storm water drainage & Proof of Payment
							2		R 5,092,380						
							3		R 6,000,000						
							4		-						

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MIG	2035054013604	ROA6	DIU7	Basic Service Delivery & Infrastructure Development	Paving of taxi routes and upgrading of storm water drainage system in Kanana (Phase 4) at a cost of R6,000,000 by March 2011	1 2 3 4	Phase 3 Completed - R5,000,000	R 3,196,512 R 5,092,380 R 6,000,000 -	R6,000,000 spent by March 2011					Paved taxi routes, upgraded storm water drainage & Proof of Payment
MIG	2035054013604	ROA7	DIU8	Basic Service Delivery & Infrastructure Development	Paving of taxi routes and upgrading of storm water drainage system in Alabama (Phase 3) at a cost of R5,000,000 by March 2011	1 2 3 4	Phase 3 Completed - R5,000,000	R 2,663,760 R 4,243,650 R 5,000,000 -	R5,000,000 spent by March 2011					Paved taxi routes, upgraded storm water drainage & Proof of Payment
MIG	2035054013604	ROA8	DIU9	Basic Service Delivery & Infrastructure Development	Paving of taxi routes and upgrading of storm water drainage system in Tigane (Phase 4) at a cost of R6,000,000 by March 2011	1 2 3 4	Phase 3 Completed - R6,000,000	R 3,196,512 R 5,092,380 R 6,000,000 -	R6,000,000 spent by March 2011					Paved taxi routes, upgraded storm water drainage & Proof of Payment
Council	2035254035128	ROA9	DIU10	Basic Service Delivery & Infrastructure Development	Resealing of roads in the KOSH at a cost of R8,500,000 by March 2011	1 2 3 4	Ongoing Process - R5,500,000	R 2,833,334 R 5,666,667 R 8,500,000 -	R8,500,000 spent by March 2011					Register & Proof of Payment / Expenditure Vote
Council	2035254036014	ROA10	DIU11	Basic Service Delivery & Infrastructure Development	Upgrading Mercury Road & N12 Intersection at a cost of R4,000,000 by March 2011	1 2 3 4	Existing Intersection	R 1,333,333 R 2,666,667 R 4,000,000 -	R4,000,000 spent by March 2011					Upgraded road & Proof of Payment
Grant -	2035256014510	ROA11	DIU12	Basic Service Delivery & Infrastructure Development	Constructing a pedestrian bridge over the N12 between Alabama and Jouberton at a cost of R2,488,960 by June 2011	1 2 3 4	Roll-Over	R 0 R 0 R 1,244,480 R 2,488,960	R2,488,960 spent by June 2011					Pedestrian Bridge & Proof of Payment / Expenditure Vote
Grant -	2035256030701	ROA12	DIU13	Basic Service Delivery & Infrastructure Development	Constructing roads in Jouberton at a cost of R9,050,255 by March 2011	1 2 3 4	Roll-Over	R 3,016,751 R 6,033,503 R 9,050,255 -	R9,050,255 spent by March 2011					Register & Proof of Payment / Expenditure Vote

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MIG	2035054013604	SEW1	DIU14	Basic Service Delivery & Infrastructure Development	WWTP in Hartbeesfontein (Phase 2) increased to ensure the effluent standards meet the requirements	Increasing Hartbeesfontein WWTP (Phase 1) to the capacity of 8m <sup>3</sup> /day at a cost of R5,722,000 by March 2011 (R44,500,000 for 2010 - 2012 Financial Years)	1 2 3 4	Phase 1 Incomplete - R8,030,900	R 1,940,330 R 4,286,350 R 5,722,000 -	R5,722,000 spent by March 2011				Increased WWTP & Proof of Payment
MIG	2035054013604	SEW2	DIU15	Basic Service Delivery & Infrastructure Development	Health & Hygiene Awareness Programme for KOSH to ensure a safe and healthy environment for the community	Developing a Health & Hygiene Awareness Programme for KOSH at a cost of R2,500,000 by December 2010	1 2 3 4	None	R 1,581,042 R 2,500,000 - -	R2,500,000 spent by December 2010				Programme & Proof of Payment
MIG	2035054013604	SEW3	DIU16	Basic Service Delivery & Infrastructure Development	Upgraded Sewer Pump line in Khuma (Phase 2) to maintain the existing infrastructure	Upgrading of the sewer pump line in Khuma (Phase 2) to the amount of R3,000,000 by December 2010	1 2 3 4	Existing pump line	R 2,208,000 R 3,000,000 - -	R3,000,000 spent by December 2010				Sewer pump line & Proof of Payment
MIG	2035054013604	SEW4	DIU17	Basic Service Delivery & Infrastructure Development	Upgraded Orkney WWTP (Phase 5) to maintain the existing infrastructure	Upgrading of the Orkney WWTP: 500mm Outfall Line (Phase 4) to the amount of R2,100,000 by December 2010	1 2 3 4	Phase 3 Completed	R 5,225,600 R 7,100,000 - -	R7,100,000 spent by December 2010				Upgraded WWTP & Proof of Payment
MIG	2035054013604	SEW5	DIU18	Basic Service Delivery & Infrastructure Development	Upgraded Orkney WWTP (Phase 4) to maintain the existing infrastructure	Upgrading of the Orkney WWTP: Additional Work (Phase 6) to the amount of R2,899,100 by December 2010	1 2 3 4	Phase 3 Completed	R 2,133,738 R 2,899,100 - -	R2,899,100 spent by December 2010				Upgraded WWTP & Proof of Payment
Council	2075154032111	SEW6	DIU19	Basic Service Delivery & Infrastructure Development	WWTP in Hartbeesfontein (Phase 2) increased to ensure the effluent standards meet the requirements	Increasing Hartbeesfontein WWTP (Phase 2) to the capacity of 8m <sup>3</sup> /day at a cost of R2,000,000 by March 2011	1 2 3 4	Phase 1 Completed	R 666,867 R 1,333,333 R 2,000,000 -	R2,000,000 spent by March 2011				
Council	2075154032406	SEW7	DIU20	Basic Service Delivery & Infrastructure Development		Increasing Hartbeesfontein WWTP capacity (Phase 2 - Counter funding) at a cost of R7,500,000 by March 2011	1 2 3 4	Phase 1 Completed	R 2,500,000 R 5,000,000 R 7,500,000 -	R7,500,000 spent by March 2011				
Grant - sewer	2075156010303	SEW8	DIU21	Basic Service Delivery & Infrastructure Development	Bucket System: eradicated to eliminate backlogs	Eradicating the bucket system at an amount of R1,718,484 by March 2011	1 2 3 4	Roll-Over	R 572,828 R 1,145,656 R 1,718,484 -	R1,718,484 spent by March 2011				Register & Proof of Payment / Expenditure Vole

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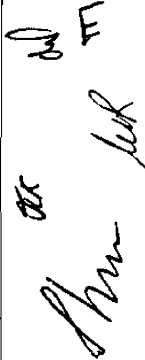
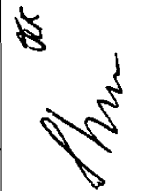
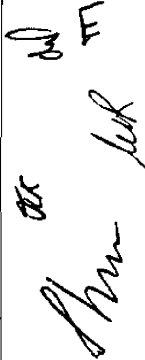
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Grant	WAT1	DIU22	Basic Service Delivery & Infrastructure Development	Bulk water supplied in Alabama (Phase 3) to ensure a basic water service	Supplying bulk water for Alabama (Phase 3) at a cost of R4,000,000 by September 2010	1	Phase 2 Completed - 3 674,866	R 4,000,000	R4,000,000 spent by September 2010					Register & Proof of Payment / Expenditure Vote
						2		-						
						3		-						
						4		-						
Grant -	WAT2	DIU23	Basic Service Delivery & Infrastructure Development	Bulk Water (Phase 1) supplied in Khuma to deliver sustainable water	Supplying bulk water (phase 1) to Khuma at a cost of R2,267,208 by March 2011	1	Roll-Over	R 762,262	R2,267,208 spent by March 2011					Register & Proof of Payment / Expenditure Vote
						2		R 1,524,525						
						3		R 2,267,208						
						4		-						
Grant -	WAT3	DIU24	Basic Service Delivery & Infrastructure Development	Bulk Infrastructure in Khuma Areas (Phase 2) increased to improve the current infrastructure	Increasing the bulk supply in the Khuma areas (Phase 2) at a cost of R6,989,031 by June 2011	1	Roll-Over	R 1,747,257	R6,989,031 spent by June 2011					Proof of Payment / Expenditure Vote
						2		R 3,494,515						
						3		R 5,241,771						
						4		R 6,989,031						
Grant -	WAT4	DIU25	Basic Service Delivery & Infrastructure Development	Drought in Rural Settlements relieved to improve service delivery in rural settlements	Drought relieving in rural settlements at a cost of R608,600 by March 2011	1	Roll-Over	R 202,867	R608,600 spent by March 2011					Proof of Payment / Expenditure Vote
						2		R 405,733						
						3		R 608,600						
						4		-						
Grant -	WAT5	DIU26	Basic Service Delivery & Infrastructure Development	Mechanical and Electrical Equipment at Pump-stations upgraded to ensure better service delivery	Upgrading the mechanical and electrical equipment at 11 pump-stations at a cost of R288,485 by December 2010	1	Roll-Over	R 144,243	R288,485 spent by December 2010					Proof of Payment / Expenditure Vote
						2		R 288,485						
						3		-						
						4		-						
undil - Roll -	WAT6	DIU27	Basic Service Delivery & Infrastructure Development	Water from Midvaal reservoir to Murranti reservoir supplied to ensure a basic water service	Supplying water from MIDVAAL reservoir to Murranti reservoir and the installing bulk services at Orkney Vaal at a cost of R4,500,000 by June 2011	1	Roll-Over	R 1,125,000	R4,500,000 spent by June 2011					Proof of Payment / Expenditure Vote
						2		R 2,250,000						
						3		R 3,375,000						
						4		R 4,500,000						


# 1. PROJECTS

at ID.	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Issue Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Capital	2035304035114	DIU2	DIU28	Basic Service Delivery & Infrastructure Development	Old landfill sites rehabilitated to ensure a safer environment	Rehabilitating of old landfill sites at a cost of R3,000,000 by June 2011	1		R 750,000	R3,000,000 spent by June 2011					Register & Proof of Payment / Expenditure Vote
							2		R 1,500,000						
							3		R 2,250,000						
							4		R 3,000,000						



Capital	2035254035408	ROA13	DIU29	Basic Service Delivery & Infrastructure Development	Speed humps erected to ensure improved service delivery	Erecting speed humps at a cost of R500,000 by December 2010	1 2 3 4	New project	R 250,000 R 500,000 - -	R500,000 spent by December 2010					Register & Proof of Payment / Expenditure Vote
Capital	2035254034510	ROA14	DIU30	Basic Service Delivery & Infrastructure Development	Intersections paved to ensure improved service delivery	Paving of the intersections at a cost of R1,000,000 by June 2011	1 2 3 4	Unpaved intersections	R 250,000 R 500,000 R 750,000 R 1,000,000	R1,000,000 spent by June 2011					Register & Proof of Payment / Expenditure Vote
Capital	2035254030009	ROA15	DIU31	Basic Service Delivery & Infrastructure Development	Additional slip lanes constructed to ensure improved service delivery	Constructing additional slip lanes at a cost of R500,000 by June 2011	1 2 3 4	New project	R 125,000 R 250,000 R 375,000 R 500,000	R500,000 spent by June 2011					Register & Proof of Payment / Expenditure Vote
Capital	20352540300631	ROA16	DIU32	Basic Service Delivery & Infrastructure Development	Construction plant & machinery purchased to ensure improved service delivery	Purchasing construction plant & machinery at a cost of R4,000,000 by June 2011	1 2 3 4	New project	R 1,000,000 R 2,000,000 R 3,000,000 R 4,000,000	R4,000,000 spent by June 2011					Register & Proof of Payment / Expenditure Vote
Capital	2035254034511	ROA17	DIU33	Basic Service Delivery & Infrastructure Development	Pavement Management system implemented to maintain existing infrastructure	Implementing a pavement management system at a cost of R500,000 by the December 2010	1 2 3 4	New project	R 0 R 500,000 - -	R500,000 spent by December 2010					System & Proof of Payment
Capital	2075154031510	SEW9	DIU34	Basic Service Delivery & Infrastructure Development	Sewer flow water meter installed at Jagspruit, Stifortstein and Orkney WWP to ensure effective readings	Installing 8 sewer flow water meters at Jagspruit, Stifortstein and Orkney WWP at a cost of R400,000 by December 2010	1 2 3 4	New project	R 200,000 R 400,000 - -	R400,000 spent by December 2010					New water meters & Proof of Payment
Capital	2075054030632	SEW10	DIU35	Basic Service Delivery & Infrastructure Development	Sewer line investigative security camera purchased to ensure a safer environment	Purchasing of sewer line cameras at a cost of R200,000 by December 2010	1 2 3 4	New project	R 0 R 200,000 - -	R200,000 spent by December 2010					CCTV Cameras & Proof of Payment
Capital	2075154035132	SEW11	DIU36	Basic Service Delivery & Infrastructure Development	Khuma main sewerage pumpstations refurbished to ensure effective service delivery	Refurbishing of Khuma main sewerage pumpstations at a cost of R1,600,000 by June 2011	1 2 3 4	New project	R 400,000 R 800,000 R 1,200,000 R 1,600,000	R1,600,000 spent by June 2011					Proof of Payment / Expenditure Vote


  
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Capital	SEW12	DIU37	Basic Service Delivery & Infrastructure Development	Mechanical valve replaced to better service delivery	Replacing the mechanical valve (Stiffortain Republic Park) at a cost of R350 000 by March 2011	1 2 3 4	New project	R 0 R 0 R 350,000 -	R350,000 spent by March 2011					New mechanical valve & Proof of Payment
Capital - sewer	SEW13	DIU38	Basic Service Delivery & Infrastructure Development	Upgraded Mechanical Equipment & Pumpstations (Phase 1) to maintain the existing infrastructure	Upgrading of the mechanical and electrical equipment and pumpstations (Phase 1) to the amount of R975,650 by December 2010	1 2 3 4	Roll-Over	R 0 R 975,650 - -	R975,650 spent by December 2010					Register & Proof of Payment / Expenditure Vote
Capital - sewer	SEW14	DIU39	Basic Service Delivery & Infrastructure Development	Sewer Unblocking Equipment purchased to ensure better service delivery	Purchasing of sewer unblocking equipment at an amount of R212,149 by March 2010	1 2 3 4	Roll-Over	R 55,325 R 110,649 R 165,976 R 212,149	R212,149 spent by March 2010					Register & Proof of Payment / Expenditure Vote
Capital - sewer	SEW15	DIU40	Basic Service Delivery & Infrastructure Development	Sewer Unblocking Equipment purchased to ensure better service delivery	Replacing of aerator gearbox KWW at an amount of R153,830 by March 2011	1 2 3 4	Roll-Over	R 0 R 0 R 153,830 -	R153,830 spent by March 2011					Register & Proof of Payment / Expenditure Vote
Council - Roll -	SEW16	DIU41	Basic Service Delivery & Infrastructure Development	Orkney Veal Bulk Services installed to ensure sustainable water supply	Installing bulk services at Orkney Vaal at a cost of R4,876,322 by June 2011	1 2 3 4	Roll-Over	R 1,219,081 R 2,438,161 R 3,857,242 R 4,876,322	R4,876,322 spent by June 2011					Register & Proof of Payment / Expenditure Vote
Capital	WAT7	DIU42	Basic Service Delivery & Infrastructure Development	Security equipment (cameras) purchased to ensure a safer environment	Purchasing of equipment (cctv cameras) for Stiffortain & Orkney at a cost of R50,000 by March 2011	1 2 3 4	New project	R 0 R 25,000 R 50,000 -	R50,000 spent by March 2011					CCTV Cameras & Proof of Payment
Capital	WAT8	DIU43	Basic Service Delivery & Infrastructure Development	Water Meters replaced to ensure accurate meter reading	Replacing 660 water meters at a cost of R2,000,000 by June 2011	1 2 3 4	Ongoing Process	R 500,000 R 1,000,000 R 1,500,000 R 2,000,000	R2,000,000 spent by June 2011					Register & Proof of Payment / Expenditure Vote
Capital	WAT9	DIU44	Basic Service Delivery & Infrastructure Development	Valves refurbished to ensure effective and continuous water flow	Refurbishing 40 valves at a cost of R1 500,000 by June 2011	1 2 3 4	Ongoing Process	R 375,000 R 750,000 R 1,125,000 R 1,500,000	R1,500,000 spent by June 2011					Valves & Proof of Payment

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Capital	WAT10	DIU45	Basic Service Delivery & Infrastructure Development	Water Network refurbished to increase water pressure	Refurbishing of water network at a cost of R3,000,000 by June 2011	1 2 3 4	Ongoing Process	R 750,000 R 1,500,000 R 2,250,000 R 3,000,000	R3,000,000 spent by June 2011					Water network & Proof of Payment
Capital	WAT11	DIU46	Basic Service Delivery & Infrastructure Development	2x 4" Water Pumps purchased to improve service delivery	Purchasing 2 x 4" water pumps at a cost of R600,000 by December 2010	1 2 3 4	New project	R 0 R 600,000 - -	R600,000 spent by December 2010					2 Water pumps & Proof of Payment
Capital	WAT12	DIU47	Basic Service Delivery & Infrastructure Development	Water Pressure Management system implemented to improve service delivery	Implementing a water management pressure system (alignment of master plan & WSDP) at a cost of R1,000,000 by June 2011	1 2 3 4	New project	R 250,000 R 500,000 R 750,000 R 1,000,000	R1,000,000 spent by June 2011					System & Proof of Payment
Capital - /over	WAT13	DIU48	Basic Service Delivery & Infrastructure Development	Telemetry installed to better service delivery	Installing telemetry system at Khuma water pump at a cost of R300,000 by March 2011	1 2 3 4	Roll-Over	R 0 R 0 R 300,000 -	R300,000 spent by March 2011					System & Proof of Payment
Capital - /over	WAT14	DIU49	Basic Service Delivery & Infrastructure Development	Telemetry installed to better service delivery	Installing telemetry system at Khuma water pump at a cost of R89,580 by March 2011	1 2 3 4	Roll-Over	R 0 R 0 R 89,580 -	R89,580 spent by March 2011					System & Proof of Payment
Capital - /over	WAT15	DIU50	Basic Service Delivery & Infrastructure Development	Equipment purchased to maintain the water infrastructure	Purchasing water related office equipment at a cost of R786,682 by September 2010	1 2 3 4	Roll-Over	R 786,682 - - -	R786,682 spent by September 2010					Register & Proof of Payment / Expenditure Vote
Capital - /over	WAT16	DIU51	Basic Service Delivery & Infrastructure Development	Water Meters replaced to ensure accurate meter reading	Replacing water meters / valves (tools) at a cost of R3,641,574 by June 2011	1 2 3 4	Roll-Over	R 765,780 R 1,531,561 R 2,297,341 R 3,641,574	R3,641,574 spent by June 2011					Register & Proof of Payment / Expenditure Vote
Capital - /over	WAT17	DIU52	Basic Service Delivery & Infrastructure Development	A 4" Water Pump purchased to improve service delivery	Purchasing a 4" water pump at a cost of R199,534 by September 2010	1 2 3 4	Roll-Over	R 199,534 - - -	R199,534 spent by September 2010					Water pump & Proof of Payment

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Project ID	Grant	2000004013604	ELE1	DIU60	WAT20	Basic Service Delivery & Infrastructure Development	126,968 Households with access to basic level of water by June 2011	1	126,600	125,675	30 June 2011					Register
								2		126,698						
								3		126,698						
								4		126,968						
Project ID	Grant	2000004013604	ELE2	DIU61	WAT21	Basic Service Delivery & Infrastructure Development	400 Household backlogs with the access to basic level of water by June 2011	1	1,023	112	30 June 2011					Register
								2		280						
								3		350						
								4		400						
Project ID	Grant	2000004013604	ELE3	DIU62	WAT22	Basic Service Delivery & Infrastructure Development	Reservoirs cleaned to comply with legislation	1	39	18	30 June 2011					Register
								2		0						
								3		0						
								4		21						
Project ID	Grant	2000004013604	ELE4	DIU63	TBS1	Basic Service Delivery & Infrastructure Development	Approving 700 building plans in terms of the National Building Regulations by June 2011	1	600	175	30 June 2011					Register
								2		175						
								3		175						
								4		175						
Project ID	Grant	2000004013604	ELE5	DIU64	TBS2	Basic Service Delivery & Infrastructure Development	Receiving 450 building plan applications for residential additions by June 2011	1	404	112	30 June 2011					Register
								2		225						
								3		337						
								4		450						

# RICAL ENGINEERING

## ELECTRICAL ENGINEERING

### OBJECTS

Project ID	Grant	2000004013604	Item No	Project No	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quantity Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
			ELE1	DIU65	Basic Service Delivery & Infrastructure Development	High Mast Lights installed to better service delivery	Installing 26 high mast lights in Khume at a cost of R5 000,000 by December 2010	1	New Installations	R 3,638,319	R5,000,000 spent by December 2010		R 7,278,638			26 High Mast Lights & Proof of Payment
								2		R 5,000,000						
								3		-						
								4		-						
			ELE2	DIU66	Basic Service Delivery & Infrastructure Development	High Mast Lights installed to better service delivery	Installing 30 high mast lights in Kanana at a cost of R5 000,000 by December 2010	1	New Installations	R 3,638,319	R5,000,000 spent by December 2010					30 High Mast Lights & Proof of Payment
								2		R 5,000,000						
								3		-						
								4		-						

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*26 High Mast Lights*  
*30 High Mast Lights*

Council d	2050154036034	ELE3	DIU67	Basic Service Delivery & Infrastructure Development	11Kv Distribution Network upgraded to meet electricity demands	Upgrading of the 11Kv distribution network at a cost of R3,500,000 March 2011	1	New project	R 300,000	R3,500,000 spent by March 2011					Upgraded Network & Proof of Payment						
							2		R 2,000,000												
							3		R 3,500,000												
							4		-												
Council d - Roll-	2050156022550	ELE4	DIU68	Basic Service Delivery & Infrastructure Development	Electrical Supply to Doringkruin & Uranville increased to meet electricity demands	Increasing of electrical supply to Doringkruin (20 Mva) & Uranville (10 Mva) main substations at a cost of R35 120,160 by June 2011	1	Roll-Over	R 0	R35,120,160 spent by June 2011					Proof of Payment / Expenditure Vote						
							2		R 0												
							3		R 0												
							4		R 35,120,160												
TOTAL PROJECTS																					
Capital	2045104031229	ELE5	DIU69	Basic Service Delivery & Infrastructure Development	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence						
							1		R 0							Old air compressor	R 100,000 spent by December 2010			Air Compressor & Proof of Payment	
							2		R 100,000												
							3		-												
							4		-												
Capital	2050154036016	ELE6	DIU70	Basic Service Delivery & Infrastructure Development	Overhead LV Lines upgraded to maintain electrical failures	Upgrading of overhead LV lines at a cost of R200,000 by March 2011	1	Existing overhead LV Lines	R 0	R200,000 spent by March 2011					Upgraded LV Lines & Proof of Payment						
							2		R 100,000												
							3		R 200,000												
							4		-												
Capital	2050154036017	ELE7	DIU71	Basic Service Delivery & Infrastructure Development	Substations up'graded to maintain electrical failures	Upgrading of substations in KOSH at a cost of R200,000 by June 2011	1	Existing substations	R 0	R200,000 spent by June 2011					Newly built substations & Proof of Payment						
							2		R 100,000												
							3		R 150,000												
							4		R 200,000												
Capital	2050154033908	ELE8	DIU72	Basic Service Delivery & Infrastructure Development	Upgrading of the N12 West bulk substation at a cost of R2,500,000 by September 2010	Upgrading of the N12 West bulk substation at a cost of R2,500,000 by September 2010	1	Existing substations	R 2,500,000	R2,500,000 spent by September 2010					Proof of Payment / Expenditure Vote						
							2		-												
							3		-												
							4		-												






Capital	ELE9	DIU73	Basic Service Delivery & Infrastructure Development	Pillar Box upgraded to maintain electrical failures	Upgrading of the pillar box in Klerksdorp at a cost of R200,000 by June 2011	1 2 3 4	Existing pillar box	R 0 R 100,000 R 150,000 R 200,000	R200,000 spent by June 2011					New Pillar Box & Proof of Payment / Expenditure Vote
Capital	ELE10	DIU74			Upgrading of the pillar box in Sillfontein at a cost of R200,000 by June 2011	1 2 3 4	Existing pillar box	R 0 R 100,000 R 150,000 R 200,000	R200,000 spent by June 2011					New Pillar Box & Proof of Payment / Expenditure Vote
Capital	ELE11	DIU75	Basic Service Delivery & Infrastructure Development	Network lines at Orkney sewage farm upgraded to ensure maintenance of the electrical infrastructure	Upgrading of the medium voltage lines at Orkney sewage farm at a cost of R1 800,000 by June 2011	1 2 3 4	Existing Network Lines	R 0 R 800,000 R 1,200,000 R 1,600,000	R1,600,000 spent by June 2011					Upgraded Voltage Lines & Proof of Payment / Expenditure Vote
Capital	ELE12	DIU76	Basic Service Delivery & Infrastructure Development	11Kv Breakers RMU's serviced to ensure maintenance of the electrical infrastructure	Servicing of the 11Kv Breakers RMU's in the KOSH area at a cost of R1 500,000 by June 2011	1 2 3 4	Existing 11Kv Breakers RMU's	R 375,000 R 750,000 R 1,125,000 R 1,500,000	R1,500,000 spent by June 2011					Proof of Payment / Expenditure Vote
Capital	ELE13	DIU77	Basic Service Delivery & Infrastructure Development	Transformer oil changed to ensure maintenance of the electrical infrastructure	Changing transformer oil in the KOSH area at a cost of R1,000,000 by June 2011	1 2 3 4	Dirty oil in transformers	R 250,000 R 500,000 R 750,000 R 1,000,000	R1,000,000 spent by June 2011					New Transformers & Proof of Payment / Expenditure Vote
Capital	ELE14	DIU78	Basic Service Delivery & Infrastructure Development	Switchgear removed to maintain the electrical infrastructure	Removing of switchgear in Klerksdorp at a cost of R200,000 by March 2011	1 2 3 4	Old switchgear	R 0 R 0 R 200,000 -	R200,000 spent by March 2011					New Switchgear & Proof of Payment / Expenditure Vote
Capital	ELE15	DIU79	Basic Service Delivery & Infrastructure Development	Electronic protection repaired to ensure maintenance of the electrical infrastructure	Upgrading of the network protection at a cost of R1 500,000 by June 2011	1 2 3 4	Existing protection	R 0 R 500,000 R 1,000,000 R 1,500,000	R1,500,000 spent by June 2011					Upgraded Protection & Proof of Payment / Expenditure Vote
Capital	ELE16	DIU80	Basic Service Delivery & Infrastructure Development	Street lights upgraded to ensure a safer environment	Upgrading of street lights in Orkney at a cost of R200,000 by March 2011	1 2 3 4	Existing streetlights	R 50,000 R 100,000 R 200,000 -	R200,000 spent by March 2011					Proof of Payment / Expenditure Vote


  
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Capital	ELE17	DIU81	Basic Service Delivery & Infrastructure Development	Robots - Cluster upgraded to ensure maintenance of the electrical infrastructure	Upgrading of robots (cluster) at a cost of R200,000 by December 2010	1 2 3 4	Existing robots	R 0 R 200,000 - -	R200,000 spent by December 2010				Register & Proof of Payment / Expenditure Vote
Capital	ELE18	DIU82	Basic Service Delivery & Infrastructure Development	Jouberton Ext 24 electrified to ensure a basic level of electricity	Electrification of Jouberton Ext 24 (Phase 2) at a cost of R2,600,000 by June 2011	1 2 3 4	Phase 1 Completed - R4,800,000	R 650,000 R 1,300,000 R 1,950,000 R 2,600,000	R2,600,000 spent by June 2011				Proof of Payment / Expenditure Vote
Capital	ELE19	DIU83	Basic Service Delivery & Infrastructure Development	Kiosks with mini-sub replaced to ensure maintenance of the electrical infrastructure	Replacing the kiosks with mini-substations in Stilfontein at a cost of R200,000 by December 2010	1 2 3 4	Old mini-sub	R 0 R 200,000 - -	R200,000 spent by December 2010				Register & Proof of Payment / Expenditure Vote
Capital	ELE20	DIU84	Basic Service Delivery & Infrastructure Development	Substation locks purchased to ensure a safer environment	Purchasing of substation locks at a cost of R50,000 by December 2010	1 2 3 4	New Equipment	R 0 R 50,000 - -	R50,000 spent by December 2010				New Locks & Proof of Payment / Expenditure Vote
Capital	ELE21	DIU85	Basic Service Delivery & Infrastructure Development	Sheath tester purchased to ensure a safer environment	Purchasing of a sheath tester at a cost of R100,000 by December 2010	1 2 3 4	New Equipment	R 0 R 100,000 - -	R100,000 spent by December 2010				Sheath Tester & Proof of Payment / Expenditure Vote
Capital	ELE22	DIU86	Basic Service Delivery & Infrastructure Development	Power test equipment purchased to ensure a safer environment	Purchasing of power test equipment at a cost of R250,000 by December 2010	1 2 3 4	New Equipment	R 0 R 250,000 - -	R250,000 spent by December 2010				Power Test Equipment & Proof of Payment / Expenditure Vote
Capital	ELE23	DIU87	Basic Service Delivery & Infrastructure Development	Substation earthing installed to ensure a safer environment	Installing substation earthing s at a cost of R200,000 by June 2011	1 2 3 4	New project	R 50,000 R 100,000 R 150,000 R 200,000	R200,000 spent by June 2011				Register & Proof of Payment / Expenditure Vote
Capital	ELE24	DIU88	Basic Service Delivery & Infrastructure Development	Battery charge substation earthing installed to ensure a safer environment	Installing battery charged substation earthing s at a cost of R200,000 by March 2011	1 2 3 4	New project	R 0 R 0 R 200,000 -	R200,000 spent by March 2011				Register & Proof of Payment / Expenditure Vote

  
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Capital	ELE25	DIU85	Basic Service Delivery & Infrastructure Development	New Room built to ensure better service delivery	Building of new room for standby personnel at a cost of R100,000 by December 2010	1	New project	R 50,000 R 100,000 - -	R 100,000 spent by December 2010						New Room & Proof of Payment / Expenditure Vole
						2									
						3									
						4									
Capital	ELE26	DIU90	Basic Service Delivery & Infrastructure Development	Abattoir Test certificate obtained to comply with legislation	Reporting on installation & issuing of an abattoir test certificate at a cost of R500,000 by December 2010	1	New project	R 0 R 500,000 - -	R 500,000 spent by December 2010						Proof of Payment / Expenditure Vole
						2									
						3									
						4									
Capital	ELE27	DIU91	Basic Service Delivery & Infrastructure Development	Vehicles purchased to better service delivery	Purchasing of vehicles for the council at a cost of R13,120,000 by December 2010	1	New purchases	R 0 R 13,120,000 - -	R 13,120,000 spent by December 2010						Register & Proof of Payment / Expenditure Vole
						2									
						3									
						4									
NATIONAL															
Project ID	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence	
Capital KPI	ELE28	DIU92	Basic Service Delivery & Infrastructure Development	Basic Service Delivery & Infrastructure Development	90% of households with access to basic level of electricity by June 2011	1	95%	87%	30 June 2011					Register	
						2		88%							
						3		89%							
						4		90%							
Capital KPI	ELE29	DIU93	Basic Service Delivery & Infrastructure Development	Basic Service Delivery & Infrastructure Development	189,420 Households with access to basic level of electricity by June 2011	1	181,600	181,600	30 June 2011					Register	
						2		183,555							
						3		185,510							
						4		189,420							
Capital KPI	ELE30	DIU94	Basic Service Delivery & Infrastructure Development	Basic Service Delivery & Infrastructure Development	518 backlogs with the access to basic level of electricity by June 2011	1	8,063	0	30 June 2011					Register	
						2		0							
						3		300							
						4		518							
Capital KPI	ELE31	DIU95	Basic Service Delivery & Infrastructure Development	Electrical Connections done to ensure access to electricity requests	Ensuring 120 new electrical connections by June 2011	1	110	24	30 June 2011					Register	
						2		16							
						3		46							
						4		34							

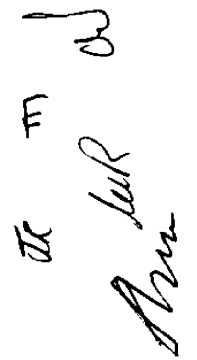
  
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# HOUSING SERVICES

## HOUSING SERVICES

### OBJECTS

Project ID	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Council - Roll-Over	2020054031227	HOU1	DIU96	Basic Service Delivery & Infrastructure Development	Defects repaired to improve current infrastructure	Repairing of housing defects in Jouberton Ext 14 & 24 at a cost of R21,257,264 by December 2010	1	Roll-Over	R 4,716,900	R21,257,264 spent by December 2010					Physical Inspection & Proof of Payment
					2		R 21,257,264								
					3		-								
					4		-								
TITIONAL															
Council - Roll-Over	2020051050909	HOU2	DIU97	Basic Service Delivery & Infrastructure Development	Title Deeds registered and deregistered to ensure secure tenure and ownership of houses	De-registering and registering of Title Deeds at a cost of R500,000 by June 2011	1		R 125,000	R500,000 spent by June 2011					Computer Data base & Nr of Title Deeds
					2		R 250,000								
					3		R 375,000								
					4		R 500,000								
Council - Roll-Over		HOU3	DIU98	Basic Service Delivery & Infrastructure Development	40m² Low Cost Houses built (2,500 Units) to eliminate the housing backlog	Building of 40m² low cost houses in Kanana Extension 10 (400 Units) at a cost of R7,999,936 by June 2011	1		R 1 999,984	R7,999,936 spent by June 2011					Physical Inspection & Proof of Payment
					2		R 3,999,968								
					3		R 5,999,952								
					4		7,999,936								
Council - Roll-Over		HOU4	DIU99	Basic Service Delivery & Infrastructure Development	40m² Low Cost Houses built (2,500 Units) to eliminate the housing backlog	Building of 40m² low cost houses in Jouberton Extension 14 (247 Units) at a cost of R10,749,982 by June 2011	1		R 2,687,486	R10,749,982 spent by June 2010					Physical Inspection & Proof of Payment
					2		R 5,374,991								
					3		R 8,062,487								
					4		R 10,749,982								
Council - Roll-Over		HOU5	DIU100	Basic Service Delivery & Infrastructure Development	40m² Low Cost Houses built (2,500 Units) to eliminate the housing backlog	Building of 40m² low cost houses in Jouberton Extension 18 (198 Units) at a cost of R8,614,188 by June 2011	1		R 2,041,047	R8,614,188 spent by June 2011					Physical Inspection & Proof of Payment
					2		R 4,082,094								
					3		R 6,123,141								
					4		8,614,188								
Council - Roll-Over		HOU6	DIU101	Basic Service Delivery & Infrastructure Development	40m² Low Cost Houses built (87 Units) at a cost of R3,385,668 by June 2011	Building of 40m² low cost houses in Tigane Proper (87 Units) at a cost of R3,385,668 by June 2011	1		R 846,417	R3,385,668 spent by June 2011					Physical Inspection & Proof of Payment
					2		R 1,692,834								
					3		R 2,539,251								
					4		3,385,668								

  
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## Personal Development Plan (PDP)

# DIRECTOR INFRASTRUCTURE & UTILITIES

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CITY OF MATLOSANA

Period 1 July 2010 to 30 June 2011

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Compiled on (Date): 1 July 2010

Competency area	Competencies required	Knowledge and Skills	Employee		Supervisor		HR Skills Gap Identified
			Yes	No	Yes	No	
1. Strategic leadership and management	Within the area of responsibility, the ability to contribute to service delivery systems of a complex nature and to manage the achievement of strategies and goals.	<ul style="list-style-type: none"> <li>• Providing visible, supportive &amp; effective leadership</li> <li>• Motivating and empowering staff to deliver on strategies and goals.</li> <li>• Fostering a positive and creative management culture.</li> <li>• Contributing to the alignment of strategies and goals with national and provincial policies and within the district.</li> <li>• Managing and overseeing implementation of an effective performance management system.</li> <li>• Utilising strategic planning methods and tools. Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.</li> </ul>					
	Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.	<ul style="list-style-type: none"> <li>• Providing direction and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP).</li> <li>• Ensuring, within area of responsibility, the alignment of</li> </ul>					

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		<p>strategies and goals.</p> <ul style="list-style-type: none"> <li>Assessing and monitoring the impact of financial and non-financial changes on plans including national and provincial policy statements and changes.</li> <li>Implementing plans within the local government legal framework.</li> <li>Identifying and managing risk in plans.</li> <li>Based on the past and current performance and financial position of the municipality, advise on plans and strategies and goals.</li> </ul>							
	<p>The ability to provide supportive leadership to the accounting officer and senior management team.</p>	<ul style="list-style-type: none"> <li>Working closely in conjunction with the senior management team to support the accounting officer</li> <li>Contributing and advising the accounting officer and senior management team on policy objectives to ensure clear purpose and direction.</li> <li>Evaluating and reporting to the accounting officer and senior management team on the alignment and achievement of strategies and goals in respect of activities, service delivery and performance.</li> <li>Formulating, in conjunction with the accounting officer and senior management team, a clear vision, mission and strategies and goals for the municipality.</li> <li>Establishing a culture of learning within the area of responsibility.</li> </ul>							
	<p>Within the area of responsibility, the</p>	<ul style="list-style-type: none"> <li>Developing and maintaining strategic alliances within the cooperative</li> </ul>							

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	ability to develop and maintain strategic alliances with various stakeholders.	<ul style="list-style-type: none"> <li>• governance framework. For the purpose of achieving the Constitutional mandate of local government, developing and maintaining strategic alliances with organisations and bodies outside government.</li> <li>• Communicating the municipality's mission and vision to various stakeholders</li> </ul>					
<b>2. Strategic financial management</b>	Within the area of responsibility, the ability to support an effective, economic and efficient finance function.	<ul style="list-style-type: none"> <li>• Supporting the implementation of finance strategies, which enhance good financial management and decision-making practices within the area of responsibility.</li> <li>• Supporting the implementation of financial policies, systems, guidelines instructions and related policies to ensure efficient and effective financial administration and control.</li> <li>• Within the area of responsibility, managing the control of assets according to policies and procedures.</li> <li>• Supporting the budget process, including preparing information supporting budget estimates and identifying priorities and mandates for programmes in alignment with the integrated development plan (IDP).</li> <li>• Supporting the accounting officer to oversee the financial management, tax implications and performance of service delivery mechanisms (internal and external (including municipal entities in the case of a municipality)) and outsourced</li> </ul>					

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		service agreements within the area of responsibility.							
	The ability to forecast revenue and expenditure, and assessing the impact thereof on the financial position and performance, within the area of responsibility.	<ul style="list-style-type: none"> <li>Supporting the accounting officer with the preparation of multi-year revenue and expenditure forecasts, strategic plans, budgets and estimates and advising the impact thereof on service delivery, performance and financial position within the area of responsibility.</li> <li>Advise the accounting officer of resource requirements to implement strategies and goal within the area of responsibility.</li> </ul>							
<b>3. Operational financial management</b>	Within the area of responsibility, the ability to implement financial systems.	<ul style="list-style-type: none"> <li>For purposes of the area of responsibility, formulating and contributing to specifications of appropriate and accurate financial operating systems.</li> <li>Analysing regular reports, within the area of responsibility, relating to the measurement and monitoring of financial information and performance, including the implementation of the budget and service delivery and budget implementation plan (SDBIP).</li> <li>Implement adequate control of financial operating systems within the area of responsibility.</li> <li>Regular review of the efficiency and effectiveness of financial operating systems to align with changing needs within the area of responsibility.</li> </ul>							
	The ability to	<ul style="list-style-type: none"> <li>Within the area of responsibility,</li> </ul>							

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	understand the importance of maintaining sufficient working capital (cash flow/short term liquidity) to meet the requirements of the area of responsibility.	<p>monitoring and advising the accounting officer of changes that may affect the working capital.</p> <ul style="list-style-type: none"> <li>• Within the area of responsibility contributing to the prioritisation of working capital to align with strategies and goals. .</li> <li>• Within the area of responsibility contribute to decisions regarding borrowing and the significance thereof to service delivery programmes.</li> <li>• Within the area of responsibility, applying 'best practice' risk management practices to the management of working capital.</li> </ul>					
	The ability to contribute to the budget preparation and implementation process.	<ul style="list-style-type: none"> <li>• Providing technical inputs relating to the area of responsibility, with the preparation and implementation of the budget.</li> <li>• Within the area of responsibility, implementing the budget</li> <li>• In the case of a municipality, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the Integrated Development Plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality OR</li> <li>• in the case of a municipal entity, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the strategic plan of the entity and service delivery</li> </ul>					

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		<p>agreement (SDA) and integrated development plan (IDP) of its parent municipality</p> <ul style="list-style-type: none"> <li>• Within the area of responsibility, knowledge of financial planning, budgeting and forecasting and the interrelation thereof.</li> </ul>							
<p><b>4. Governance, ethics &amp; values in financial management</b></p>	<p>The ability to support and implement good governance in the area of responsibility.</p>	<ul style="list-style-type: none"> <li>• Support and implement clear roles and responsibilities, separation of powers and regular reporting lines for all role players within the area of responsibility to ensure transparency and accountability.</li> <li>• Knowledge and understanding of governance and ethics in financial management, embodied in the King Report on Corporate Governance, as it applies to the local government legal framework.</li> <li>• Within the area of responsibility, promoting the generation and sharing of knowledge and learning to enhance the collective knowledge, capacity and skills of officials and councillors or directors</li> <li>• Support the formulation of and implement the codes of conduct for all role players within the area of responsibility, which shall as a minimum include financial management, supply chain management and the codes of conduct set out in the Local Government: Municipal Systems Act.</li> <li>• Support the implementation of systems to encourage and enforce good governance, ethics and the codes of conduct. These systems</li> </ul>							

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		<ul style="list-style-type: none"> <li>• Within the area of responsibility, ensuring that the content of financial reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Support the accounting officer to analyse and evaluate the financial reports to understand the impact on, and to guide planning in respect of, strategies and goals including the financial position, borrowings, performance, implementation of the annual budget and service delivery and budget implementation plan (SDBIP), tariff-, rates-, credit control, debt collection-, supply chain management-, and other relevant policies.</li> <li>• Within the area of responsibility to generate, analyse and evaluate cost-management reports for all programmes and/or projects to review departmental performance.</li> </ul>					
	The ability to support the implementation of the performance reporting process of the municipality.	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality</li> <li>• Contribute to the timely preparation,</li> </ul>					

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					<p>submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid year performance reporting (section 88 of the MFMA), etc.</p> <ul style="list-style-type: none"> <li>• Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Within the area of responsibility, analyse and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies.</li> <li>• Within the area of responsibility, analyse and evaluate the performance of: <ul style="list-style-type: none"> <li>◦ Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and</li> <li>◦ In the case of a municipality, of each of its municipal entities against the service level agreement</li> </ul> </li> </ul>				
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					<p>accounting officer with regular risk assessments and ensuring that risks are prioritised according to highest versus lowest potential risk</p> <ul style="list-style-type: none"> <li>• Mitigating risks within the area of responsibility in accordance with the prioritisation of risk</li> <li>• Ensuring that the management of risk (including the possible transfer of risk) within the area of responsibility, includes consideration of potential risks relating to mechanisms for service delivery (both internal and external), outsourced service agreements. In the case of a municipality it must also consider its municipal entities and Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government.</li> <li>• Analysing the reports of the internal audit unit and the audit committee applicable to the area of responsibility when considering risk and risk management</li> </ul>				
	<p>The ability to guide the management of change for the municipality within the area of responsibility.</p>	<ul style="list-style-type: none"> <li>• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyse the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognising when this necessitates change</li> <li>• Managing and implementing change management within the area of</li> </ul>							

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		<p>the process of adopting policies including advising on the financial and non-financial impact of proposed policies</p> <ul style="list-style-type: none"> <li>• Supporting the accounting officer and contributing to the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws.</li> <li>• Supporting the accounting officer and contributing to the conceptualisation, formulation and drafting of policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.</li> </ul>					
	<p>The ability to implement, manage and oversee the implementation of legislation and policy within the area of responsibility</p>	<ul style="list-style-type: none"> <li>• Implementing and overseeing the implementation and enforcement of policies and Bylaws, within the area of responsibility</li> <li>• Supporting the accounting officer and contributing to the establishment and maintenance of a register of non-compliance with legislative requirements. This includes, within the area or responsibility, regularly reporting these to the accounting officer and other role players. For example, instances of non-compliance with the MFMA are</li> </ul>					






11. Audit and	The ability to support	<p>management powers and duties in accordance with the Municipal Supply Chain Management Regulations.</p> <ul style="list-style-type: none"> <li>Implementing and managing the implementation and enforcement of the supply chain management policy within the area of responsibility to ensure supply chain management that is fair, transparent, competitive and cost effective</li> <li>Within the area of responsibility, contributing to and maintaining registers to support the supply chain management function, including details of all tenders received and awarded, disclosure of sponsorships, inducements, rewards, gifts and favours, awards to close family members and persons in the service of the state, etc.</li> <li>Supporting the accounting officer with the resolution of supply chain management related disputes, objections, complaints and queries as they relate to the area of responsibility</li> <li>Within the area of responsibility, ensuring that unsolicited bids are considered in accordance with the framework contained in the Municipal Supply Chain Management Regulations</li> <li>Implementing and monitoring measures to combat abuse of the supply chain management system, fraud, corruption, favouritism and unfair and irregular practices</li> </ul>					
11. Audit and	The ability to support	<ul style="list-style-type: none"> <li>Within the area of responsibility,</li> </ul>					

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<p><b>Assurance</b></p>	<p>the audit process, in order to obtain the optimum level of assurance from the Auditor-General</p>	<p>providing administrative support and ensuring access of the internal audit unit, audit committee and the Auditor-General to the financial records and all relevant information of the municipality or municipal entity to enable them to perform their respective functions</p> <ul style="list-style-type: none"> <li>Analysing the reports and advice of the internal audit unit, audit committee and Auditor-General, providing appropriate management responses and taking appropriate action as it relates to the area of responsibility</li> <li>Contribute to the timely preparation of accurate annual financial statements for auditing and the annual report(s) for the municipality and/ or its entities to the Auditor-General (refer chapter 12 of the MFMA). In the case of a municipality with sole/ effective control of a municipal entity this includes consolidated financial statements of the municipality and such municipal entities.</li> <li>Within the area of responsibility, ensuring and managing appropriate communication with the Office of the Auditor-General</li> <li>During the audit, timeously responding to and coordinating responses within the area of responsibility to audit queries and requests for additional information</li> <li>The audit process provides the municipal council, the board of directors and stakeholders with the level of assurance that can be</li> </ul>				
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**Manager's signature:**

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## CONFIDENTIAL FINANCIAL DISCLOSURE FORM

I, the undersigned: K S MasisiDirector Infrastructure & UtilitiesCity of Matlosana

(Postal address):

P.O Box 99Kuerosoed2570

(Residential address):

8A Arson StreetMorningsparkKlerksdorp

Tel:

018 487-8023

Fax:

018 462 6154

hereby certify that the following information is complete and correct to the best of my knowledge:

**1. Shares and other financial interests (Not bank accounts with financial institutions.)**

See information sheet: note (1)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity
<u>None</u>			

**2. Directorships and partnerships**

See information sheet: note (2)

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income
<u>TI Productions</u>	<u>Photography &amp; Videography</u>	<u>0</u>
<u>NYT Skul sports Pub</u>	<u>Entertainment</u>	<u>± R10 000/month</u>

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3. **Remunerated work outside the Municipality**  
Must be sanctioned by Council. See information sheet: note (3)

Name of Employer	Type of Work	Amount of remuneration/ Income
	None	

Council: City of Matlosana

Signature by Council: \_\_\_\_\_ Date \_\_\_\_\_

4. **Consultancies and retainerships**  
See information sheet: note (4)

Name of client	Nature	Type of business activity	Value of any benefits received
	N/A		

5. **Sponsorships**  
See information sheet: note (5)

Source of assistance/sponsorship	Description of assistance/ Sponsorship	Value of assistance/sponsorship
	None	

6. **Gifts and hospitality from a source other than a family member**  
See information sheet: note (6)

Description	Value	Source
	None	



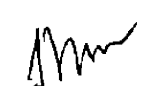
7. Land and property  
See information sheet: note (7)

Description	Extent	Area	Value
Castle Rock Durban	<del>Approx 100 m<sup>2</sup> House</del>	Approx 100 m <sup>2</sup>	R500,000.00
11 Breytenbach, Koonstad	House	Approx 300 m <sup>2</sup>	R 700,000.00
80 Hylton, Klerksdorp	House	Approx 240 m <sup>2</sup>	R 700,000.00

SIGNATURE OF EMPLOYEE

DATE: 14/7/2010

PLACE: KLERKSDORP

## OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer YES

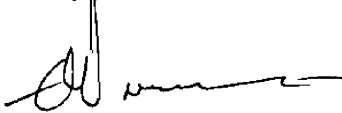
(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer NO

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer YES

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.



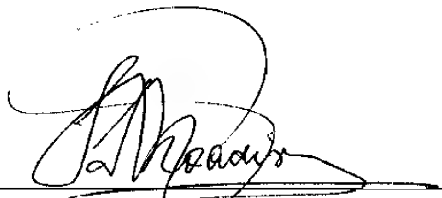
**Commissioner of Oath / Justice of the Peace**

Full first names and surname: \_\_\_\_\_ (Block letters)

Designation (rank) \_\_\_\_\_ Ex Officio Republic of South Africa

Street address of institution \_\_\_\_\_

Date 14 July 2010 Place KLEINSDORP



**CONTENTS NOTED: Municipal Manager**

DATE: 14 July 2010



# **PERFORMANCE AGREEMENT**

**IN TERMS OF THE LOCAL GOVERNMENT:  
MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000)**

**AND**

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006**

**Entered into by and between**

The **CITY OF MATLOSANA** herein represented by

**M.M. MOADIRA**

in his capacity as

**Municipal Manager**

(hereinafter referred to as the **Employer**)

And

**A.G. STRYDOM**

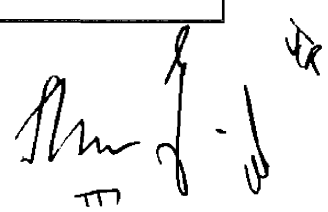
*As the*

**Director Municipal and Social Services**

(hereinafter referred to as the **Employee**)

For the Period

1 July 2010 To 30 June 2011

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by Matshediso Moses Moadira (full name) in His capacity as Municipal Manager (hereinafter referred to as the **Employer**) and Abraham Gerhardus Strydom (full name) Employee of the Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

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- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2010 and will remain in force until 30 June 2011 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

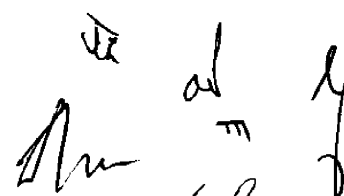
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## 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	80%
Municipal Institutional Development and Transformation	15%
Local Economic Development (LED)	
Municipal Financial Viability and Management	5%
Good Governance and Public Participation	
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:





CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership		10%
Programme and Project Management		
Financial Management		10%
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment		10%
Client Orientation and Customer Focus		10%
Communication		
Honesty and Integrity		10%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		10%
Knowledge of Performance Management and Reporting		10%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		10%
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		10%
Exceptional and dynamic creativity to improve the functioning of the municipality		10%
Total percentage	-	100%

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:

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**6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CCRs**

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the Mayoral Committee; and
- 6.8.4 Municipal Manager from another municipality.

- 6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September 2010
<b>Second quarter</b>	:	October – December 2010
<b>Third quarter</b>	:	January – March 2011
<b>Fourth quarter</b>	:	April – June 2011

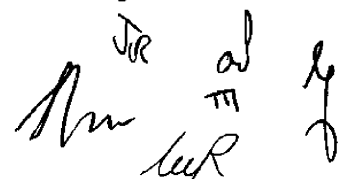
- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall –
- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
  - 9.1.2 provide access to skills development and capacity building opportunities;
  - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
  - 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
  - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.



## 10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

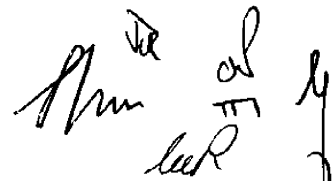
### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –



12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

### 13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at KLERKSDORP.....on this the 14 day of JULY..... 2002010

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]  
EMPLOYEE

AS WITNESSES:

1. FO T [Signature]

2. [Signature]

[Signature]  
EMPLOYER

## Performance Plan

# DIRECTOR MUNICIPAL & SOCIAL SERVICES A G Strydom

CITY OF MATLOSANA  
Period 1 July 2010 to 30 June 2011

*AG Strydom*

**ATORATE MUNICIPAL & SOCIAL SERVICES**

**OBJECTS**

Item No	Item No	Project No.	Key Performance Area (KPA)	Agenda 35 / Strategic Plan	Objectives	Key Performance Indicators (KPIs)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
2015054013604	PAR1	DMS1	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Multi Purpose Community Sports Facility built to improve socio economic conditions	Building a Multi Purpose Community Centre (Phase 2) in Jobertown at a cost of R4,000,000 by March 2011 (R9,141,130 for 2010 - 2012 Financial Years)	1 2 3 4	Phase 1 Completed - R5,000,000	R 2,028 212 R 3 327 252 R 4,000 000 -	R4,000,000 spent by March 2011					Dings Stage Proof of Payment
20151514030325	PAR2	DMS2	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Environmental Education Centre - Faan Meirites built & equipped to ensure capacity building in the community	Building and equipping an environmental educational centre at Faan Meirites Nature Reserve (additional funding) at a cost of R6,500,000 by February 2011	1 2 3 4	Additional Funding on current project R1,254,950	R 2,188 887 R 4,333 333 R 6,500 000 -	R6,500,000 spent by February 2011					New Equipment, Register & Proof of Payment
2015906010302	LIB1	DMS3	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Library in Khume built to improve service and quality of life	Building a community library in Khume Ext 8 at a cost of R4,000,000 by June 2011	1 2 3 4	Roll-Over	R 0 R 0 R 0 R 4 000 000	R4,000,000 spent by June 2011					New Library & Proof of Payment
2015906035730	LIB2	DMS4	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Build library in Tigane to improve service and quality of life	Building of library in Tigane at a cost of R4,847,605 by June 2011	1 2 3 4	Roll-Over	R 0 R 1,548 202 R 3,098 403 R 4,847 605	R4,847,605 spent by June 2011					New Library & Proof of Payment
2015906031203	LIB3	DMS5				Completing the community library in Tigane at a cost of R322,889 by December 2010	1 2 3 4	Roll-Over	R 181,350 R 322,898 - -	R322,898 spent by December 2010					New Library & Proof of Payment
2005054036015	FIR1	DMS6	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Hartbeesfontein / Tigane Fire Station upgraded to ensure better service delivery	Upgrading of the Hartbeesfontein / Tigane Fire Station at a cost of R500,000 by March 2011	1 2 3 4	Existing Fire Station	R 0 R 250 000 R 500 000 -	R500,000 spent by March 2011					Washbay, Carport & Store
2005054035113	FIR2	DMS7	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Fire Hydrants refurbished to ensure better service delivery	Refurbishing of Fire Hydrants at a cost of R500,000 by March 2011	1 2 3 4	Existing Fire Hydrants	R 0 R 250,000 R 500,000 -	R500,000 spent by March 2011					Register & Proof of Payment

*Mr M J van der Merwe*



Project ID	Project Name	Project No.	Key Performance Area (KPA)	Agenda 16 / Strategic Plan	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quantity Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
apital	PAR3	DMS8	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	New Cemeteries developed to enhance service delivery	Developing new cemeteries (professional studies) at a cost of R500,000 by June 2011	1 2 3 4	New project	R 0 R 50,000 R 150,000 R 500,000	R500,000 spent by June 2011					Work schedule & proof of payment
apital	SPO1	DMS9	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Sports Council established to enhance community development	Refurbishing sports facilities in the KOSH area at a cost of R4,000,000 by June 2011	1 2 3 4	New project	R 1,000,000 R 2,000,000 R 3,000,000 R 4,000,000	R4,000,000 spent by June 2011					Work schedule & proof of payment
apital	REF1	DMS10	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Mass Containers purchased to enhance efficiency	Purchasing mobile containers (240L) at a cost of R360,000 by December 2010	1 2 3 4	Replacing old containers	R 0 R 360,000 . .	R360,000 spent by December 2010					New Containers / Register / Proof of payment
apital	REF2	DMS11				Purchasing M3 mass steel containers at a cost of R500,000 by December 2010	1 2 3 4	Replacing old containers & Continues	R 0 R 500,000 . .	R500,000 spent by December 2010					New Containers / Register / Proof of payment
apital	REF3	DMS12				Purchasing 85L plastic refuse containers at a cost of R190,000 by December 2010	1 2 3 4	Replacing old containers	R 0 R 190,000 . .	R190,000 spent by December 2010					New Containers / Register / Proof of payment
apital	REF4	DMS13	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Refuse compaction vehicle purchased to enhance efficiency	Purchasing of 2 refuse compaction vehicles 12m at a cost of R2,400,000 by December 2010	1 2 3 4	Replacing old vehicle	R 0 R 2,400,000 . .	R2,400,000 spent by December 2010					New Trucks & Proof of payment
apital	REF5	DMS14	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Safety barriers installed at the off-load facilities at the transfer station to ensure safety	Installing safety barriers at the off-load facilities at the transfer station at a cost of R130,000 by December 2010	1 2 3 4	New project	R 0 R 130,000 . .	R130,000 spent by December 2010					New Barriers & Proof of payment
apital	REF6	DMS15	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Bin lifters installed on the refuse compaction vehicles to enhance service delivery	Installing bin lifters on the refuse compaction vehicles at a cost of R160,000 by December 2010	1 2 3 4	New project	R 0 R 160,000 . .	R160,000 spent by December 2010					New Bins / Register / Proof of payment
apital	REF7	DMS16	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Refuse compaction trucks purchased to enhance efficiency	Purchasing of 1 refuse compaction truck at a cost of R1,500,000 by December 2010	1 2 3 4	New project	R 0 R 1,500,000 . .	R1,500,000 spent by December 2010					New Truck & Proof of payment

Mr. J. J. J. J.

Capital	2015904030329	LIB4	DMS17	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Build library in Tignane to improve service and quality of life	Furnishing of library in Tignane (additional funding) at a cost of R2,015,000 by June 2011	1 2 3 4	Additional funding for current project	R 500,000 R 1,000,000 R 1,500,000 R 2,015,000	R 500,000 R 1,000,000 R 1,500,000 R 2,015,000	New equipment & Proof of Payment
Capital	2015954030329	MUS1	DMS18	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Exhibition centre at City of People to enhance service delivery	Producing an exhibition at the museum for the City of People (Phase 2) at a cost of R1,010,000 by December 2010	1 2 3 4	Phase 1 Completed - R1,000,000	R 700,000 R 1,010,000 -	R 700,000 R 1,010,000 -	New Exhibition
Capital	2015954030320	MUS2	DMS19	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Museum upgraded to enhance service delivery	Upgrading of the museum terrain at a cost of R168,000 by March 2011	1 2 3 4	Existing museum	R 58,000 R 112,000 R 168,000 -	R 58,000 R 112,000 R 168,000 -	Upgraded terrain & Proof of payment
Capital Over	2015956031204	MUS3	DMS20	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Exhibition centre at City of People to enhance service delivery	Building an exhibition centre at the museum for the City of People at a cost of R439,204 by September 2010	1 2 3 4	Roll-Over	R 439,204 - - -	R 439,204 - - -	Exhibition Centre & Proof of payment
Capital	2015556032407	MUS4	DMS21	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Irrigation System upgraded to ensure maintained	Upgrading the irrigation system of the museum terrain at a cost of R80,000 by March 2011	1 2 3 4	Existing system	R 28,687 R 53,333 R 80,000 -	R 28,687 R 53,333 R 80,000 -	Upgraded terrain & Proof of payment
Capital	2015954030329	FIR3	DMS22	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Fire Safety offices built to enhance efficiency	Building of 3 new fire safety offices at a cost of R100,000 by March 2011	1 2 3 4	Existing offices	R 0 R 50,000 R 100,000 -	R 0 R 50,000 R 100,000 -	New Offices & Proof of payment
Capital	2005054030329	LIC1	DMS23	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Testing station office refurbished to enhance efficiency	Refurbishing of Klerksdorp testing station office at a cost of R140,000 by December 2010	1 2 3 4	Existing testing station	R 0 R 140,000 - -	R 0 R 140,000 - -	Refurbished Testing Station & Proof of Payment
Capital	2005204030329	LIC2	DMS24	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Taxi Terminus offices & stores modified to enhance efficiency	Modifying taxi terminus office & store in Hararefontein at a cost of R120,000 by December 2010	1 2 3 4	Existing terminus	R 0 R 120,000 - -	R 0 R 120,000 - -	Modified Taxi Terminus & Proof of Payment
Capital	2005204030328	LIC3	DMS25	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Cashier cubicles built to enhance efficiency	Building cashier cubicles in Orkney & Hararefontein at a cost of R200,000 by March 2011	1 2 3 4	Existing cubicles	R 0 R 100,000 R 200,000 -	R 0 R 100,000 R 200,000 -	3 Cashier Cubicles & Proof of Payment
Capital	2005204030329	LIC4	DMS26	Basic Service Delivery & Infrastructure Development	Infrastructure & Utility Needs	Cashier cubicles lifted to enhance efficiency	Lifting cashier cubicles in Orkney & Klerksdorp at a cost of R120,000 by December 2010	1 2 3 4	New project	R 0 R 120,000 - -	R 0 R 120,000 - -	14 Lifted Cashier Cubicles & Proof of Payment

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	REF8	DMS36	Basic Service Delivery & Infrastructure Development	Infrastructure and Utility Needs	Basic Municipal Services provided to ensure the access thereof (National Indicator)	100% of households with access to basic level of refuse removal by June 2011	1 2 3 4	100% 100% 100% 100%	30 June 2011					Register
	REF9	DMS37	Basic Service Delivery & Infrastructure Development	Infrastructure and Utility Needs		106 800 Households with access to basic level of refuse removal by June 2011	1 2 3 4	106 200 106 300 106 400 106 500 106 600	30 June 2011					Register
	REF10	DMS38	Basic Service Delivery & Infrastructure Development	Infrastructure and Utility Needs		Zero household backlog with the access to basic level of refuse removal by June 2011	1 2 3 4	0 0 0 0	30 June 2011					Register
	LIB5	DMS39	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Awareness Programmes presented to promote library awareness amongst adults, learners and youth	Presenting 50 awareness programmes at libraries by June 2011	1 2 3 4	50 Programmes 15 10 10	30 June 2011					Register
	LIB6	DMS40	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services		Presenting 8 awareness programmes at schools by June 2011	1 2 3 4	8 Programmes 2 2 2 2	30 June 2011					Register
	LIB7	DMS41	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services		Presenting 8 library interest events by June 2011	1 2 3 4	8 Events 2 2 2 2	30 June 2011					Register
	MUS5	DMS42	Municipal Institutional Development and Transformation	Quality Municipal & Social Services	Heritage Management implemented to adhere to standards stipulated by SAHRA (South African Heritage Resources Agency) as required by the Heritage Resources Act (Act 25 of 1999)	Compiling an inventory of heritage resources in Stiffort and Khuma by June 2011	1 2 3 4	New project Tender Public Participation Research Inventory compiled	30 June 2011					Notices / Attendance Register & Inventory
	MUS6	DMS43	Municipal Institutional Development and Transformation	Quality Municipal & Social Services	Educational Services provided to ensure community participation, empower unemployed youth, women and disabled persons and to capacitate learners	Convening 44 consultation sessions with teachers & delegates from the Department of Education by June 2011	1 2 3 4	87 Sessions 20 2 2 20	30 June 2011					Letter to departments with confirmation

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-	MUS7	DMS44	Municipal Institutional Development and Transformation	Quality Municipal & Social Services	Presenting 30 lifelong skills development programs by June 2011	1 2 3 4	34 Programmes	8 8 7 7	30 June 2011						Programmes
-	MUS8	DMS45	Municipal Institutional Development and Transformation	Quality Municipal & Social Services	Presenting 80 educational programs by June 2011	1 2 3 4	81 Programmes	20 10 20 10	30 June 2011						Programmes
-	MUS9	DMS46	Municipal Institutional Development and Transformation	Quality Municipal & Social Services	Convening 8 heritage awareness projects by June 2011	1 2 3 4	8 Projects	2 2 2 2	30 June 2011						Register of projects
IL-	FIR4	DMS47	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Conducting 800 fire inspections by June 2011	1 2 3 4	800 Inspections	150 150 150 150	30 June 2011						Register
-	FIR5	DMS48	Basic Service Delivery & Infrastructure Development	Quality Municipal & Social Services	Conducting 12 ward sessions by June 2011	1 2 3 4	12 Sessions	3 3 3 3	30 June 2011						Notices / Attendance Register
-	LIC8	DMS49	Municipal Financial Viability & Management	Financial Sustainability	Collecting R4,199,210 income from drivers' licenses by June 2011	1 2 3 4	R 3,882,702	R 1,048,803 R 2,088,805 R 3,148,408 R 4,199,210	30 June 2011						NATIS Balance Register
-	LIC9	DMS50	Municipal Financial Viability & Management	Financial Sustainability	Collecting R 51,100,200 income from vehicle licensing / renewals by June 2011	1 2 3 4	R 41,074,551	R 12,775,050 R 25,550,010 R 38,325,150 R 51,100,200	30 June 2011						NATIS Balance Register
-	TRA3	DMS51	Municipal Institutional Development and Transformation	Quality Municipal & Social Services	Conducting 12 (K78) multi road blocks by June 2011	1 2 3 4	12 Multi Road Blocks	3 3 3 3	30 June 2011						Feedback Register
-	TRA4	DMS52	Municipal Institutional Development and Transformation	Quality Municipal & Social Services	Conducting 20 school campaigns by June 2011	1 2 3 4	20 Campaigns	0 0 10 10	30 June 2011						Feedback Register
-	TRA5	DMS53	Municipal Financial Viability & Management	Financial Sustainability	Collecting R8,051,830 on outstanding traffic fines by June 2011	1 2 3 4	R 5,525,303	R 1,512,958 R 3,025,915 R 4,551,218 R 6,051,830	30 June 2011						Income Votes

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# Personal Development Plan (PDP)

## DIRECTOR MUNICIPAL & SOCIAL SERVICES A G Strydom

CITY OF MATLOSANA

Period 1 July 2010 to 30 June 2011

*AG Strydom*

Personal Development Plan of: A G Strydom

Appendix

Compiled on (Date): 1 July 2010

Competency area	Competencies required	Knowledge and Skills	Employee		Supervisor		HR Skills Gap Identified
			Yes	No	Yes	No	
1. Strategic leadership and management	Within the area of responsibility, the ability to contribute to service delivery systems of a complex nature and to manage the achievement of strategies and goals.	<ul style="list-style-type: none"> <li>• Providing visible, supportive &amp; effective leadership</li> <li>• Motivating and empowering staff to deliver on strategies and goals.</li> <li>• Fostering a positive and creative management culture.</li> <li>• Contributing to the alignment of strategies and goals with national and provincial policies and within the district.</li> <li>• Managing and overseeing implementation of an effective performance management system.</li> <li>• Utilising strategic planning methods and tools. Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.</li> </ul>					
	Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.	<ul style="list-style-type: none"> <li>• Providing direction and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP).</li> <li>• Ensuring, within area of responsibility, the alignment of</li> </ul>					

*Mr Strydom*

		<ul style="list-style-type: none"> <li>strategies and goals.</li> <li>Assessing and monitoring the impact of financial and non-financial changes on plans including national and provincial policy statements and changes.</li> <li>Implementing plans within the local government legal framework.</li> <li>Identifying and managing risk in plans.</li> <li>Based on the past and current performance and financial position of the municipality, advise on plans and strategies and goals.</li> </ul>							
	The ability to provide supportive leadership to the accounting officer and senior management team.	<ul style="list-style-type: none"> <li>Working closely in conjunction with the senior management team to support the accounting officer</li> <li>Contributing and advising the accounting officer and senior management team on policy objectives to ensure clear purpose and direction.</li> <li>Evaluating and reporting to the accounting officer and senior management team on the alignment and achievement of strategies and goals in respect of activities, service delivery and performance.</li> <li>Formulating, in conjunction with the accounting officer and senior management team, a clear vision, mission and strategies and goals for the municipality.</li> <li>Establishing a culture of learning within the area of responsibility.</li> </ul>							
	Within the area of responsibility, the	<ul style="list-style-type: none"> <li>Developing and maintaining strategic alliances within the cooperative</li> </ul>							

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	ability to develop and maintain strategic alliances with various stakeholders.	<p>governance framework.</p> <ul style="list-style-type: none"> <li>For the purpose of achieving the Constitutional mandate of local government, developing and maintaining strategic alliances with organisations and bodies outside government.</li> <li>Communicating the municipality's mission and vision to various stakeholders</li> </ul>					
<b>2. Strategic financial management</b>	Within the area of responsibility, the ability to support an effective, economic and efficient finance function.	<ul style="list-style-type: none"> <li>Supporting the implementation of finance strategies, which enhance good financial management and decision-making practices within the area of responsibility.</li> <li>Supporting the implementation of financial policies, systems, guidelines instructions and related policies to ensure efficient and effective financial administration and control.</li> <li>Within the area of responsibility, managing the control of assets according to policies and procedures.</li> <li>Supporting the budget process, including preparing information supporting budget estimates and identifying priorities and mandates for programmes in alignment with the integrated development plan (IDP).</li> <li>Supporting the accounting officer to oversee the financial management, tax implications and performance of service delivery mechanisms (internal and external (including municipal entities in the case of a municipality)) and outsourced</li> </ul>					

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		service agreements within the area of responsibility.							
	The ability to forecast revenue and expenditure, and assessing the impact thereof on the financial position and performance, within the area of responsibility.	<ul style="list-style-type: none"> <li>Supporting the accounting officer with the preparation of multi-year revenue and expenditure forecasts, strategic plans, budgets and estimates and advising the impact thereof on service delivery, performance and financial position within the area of responsibility.</li> <li>Advise the accounting officer of resource requirements to implement strategies and goal within the area of responsibility.</li> </ul>							
<b>3. Operational financial management</b>	Within the area of responsibility, the ability to implement financial systems.	<ul style="list-style-type: none"> <li>For purposes of the area of responsibility, formulating and contributing to specifications of appropriate and accurate financial operating systems.</li> <li>Analysing regular reports, within the area of responsibility, relating to the measurement and monitoring of financial information and performance, including the implementation of the budget and service delivery and budget implementation plan (SDBIP).</li> <li>Implement adequate control of financial operating systems within the area of responsibility.</li> <li>Regular review of the efficiency and effectiveness of financial operating systems to align with changing needs within the area of responsibility.</li> </ul>							
	The ability to	<ul style="list-style-type: none"> <li>Within the area of responsibility,</li> </ul>							

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	understand the importance of maintaining sufficient working capital (cash flow/short term liquidity) to meet the requirements of the area of responsibility.	<p>monitoring and advising the accounting officer of changes that may affect the working capital.</p> <ul style="list-style-type: none"> <li>• Within the area of responsibility contributing to the prioritisation of working capital to align with strategies and goals. .</li> <li>• Within the area of responsibility contribute to decisions regarding borrowing and the significance thereof to service delivery programmes.</li> <li>• Within the area of responsibility, applying 'best practice' risk management practices to the management of working capital.</li> </ul>					
	The ability to contribute to the budget preparation and implementation process.	<ul style="list-style-type: none"> <li>• Providing technical inputs relating to the area of responsibility, with the preparation and implementation of the budget.</li> <li>• Within the area of responsibility, implementing the budget</li> <li>• In the case of a municipality, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the Integrated Development Plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality OR</li> <li>• in the case of a municipal entity, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the strategic plan of the entity and service delivery</li> </ul>					

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					<p>annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid year performance reporting (section 88 of the MFMA), etc.</p> <ul style="list-style-type: none"> <li>• Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Within the area of responsibility, analyse and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies.</li> <li>• Within the area of responsibility, analyse and evaluate the performance of: <ul style="list-style-type: none"> <li>◦ Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and</li> <li>◦ In the case of a municipality, of each of its municipal entities against the service level agreement and performance targets for that entity</li> </ul> </li> <li>• Within the area of responsibility,</li> </ul>				
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The ability to understand risk and guide the management of risk for the municipality within the area of responsibility.

## 6. Risk and change management

- Contributing to and supporting the accounting officer with the establishment and maintenance of effective, efficient and transparent systems of financial and risk management and internal control
- Contributing to and supporting the accounting officer with the implementation of a risk management- and fraud prevention plan
- Contributing to and supporting the accounting officer with regular risk assessments and ensuring that risks are prioritised according to highest versus lowest potential risk

Wm L. Allen



		<ul style="list-style-type: none"> <li>• Mitigating risks within the area of responsibility in accordance with the prioritisation of risk</li> <li>• Ensuring that the management of risk (including the possible transfer of risk) within the area of responsibility, includes consideration of potential risks relating to mechanisms for service delivery (both internal and external), outsourced service agreements. In the case of a municipality it must also consider its municipal entities and Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government.</li> <li>• Analysing the reports of the internal audit unit and the audit committee applicable to the area of responsibility when considering risk and risk management</li> </ul>					
	<p>The ability to guide the management of change for the municipality within the area of responsibility.</p>	<ul style="list-style-type: none"> <li>• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyse the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognising when this necessitates change</li> <li>• Managing and implementing change management within the area of responsibility</li> <li>• The ability to be proactive and find creative and innovative solutions to change</li> </ul>					

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		<ul style="list-style-type: none"> <li>• Consultation with and management of various stakeholders particular to the change</li> <li>• Managing and resolving any resistance to change</li> <li>• Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change</li> </ul>							
<b>7. Project management</b>	The ability to provide direction and guide project management within the area of responsibility	<ul style="list-style-type: none"> <li>• Knowledge and understanding of project budgeting, human resource management, change management, negotiation skills, service delivery mechanisms (internal and external) and outsourced service agreements (including in the case of a municipality Public-and-Private Partnerships (PPPs)), and the legal framework particular to the area of responsibility</li> <li>• Within the area of responsibility, knowledge and basic understanding of the operation and technical workings of local government services and facilities</li> <li>• Supporting the accounting officer to analyse, evaluate and select project proposals. This includes, within the area of responsibility, aligning the selection of projects and project outcomes with the integrated development plan (IDP), the budget and service delivery and budget implementation plan (SDBIP)</li> <li>• Within the area of responsibility, ensuring an analytical and methodical structuring of projects and project planning. This is to</li> </ul>							

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		<ul style="list-style-type: none"> <li>Supporting the accounting officer and contributing to the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws.</li> <li>Supporting the accounting officer and contributing to the conceptualisation, formulation and drafting of policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.</li> </ul>							
	<p>The ability to implement, manage and oversee the implementation of legislation and policy within the area of responsibility</p>	<ul style="list-style-type: none"> <li>Implementing and overseeing the implementation and enforcement of policies and Bylaws, within the area of responsibility</li> <li>Supporting the accounting officer and contributing to the establishment and maintenance of a register of non-compliance with legislative requirements. This includes, within the area or responsibility, regularly reporting these to the accounting officer and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury</li> <li>Regularly monitor and report to accounting officer on the</li> </ul>							

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Dr. D. G. M.





	Auditor-General	<p>records and all relevant information of the municipality or municipal entity to enable them to perform their respective functions</p> <ul style="list-style-type: none"> <li>Analysing the reports and advice of the internal audit unit, audit committee and Auditor-General, providing appropriate management responses and taking appropriate action as it relates to the area of responsibility</li> <li>Contribute to the timely preparation of accurate annual financial statements for auditing and the annual report(s) for the municipality and/ or its entities to the Auditor-General (refer chapter 12 of the MFMA). In the case of a municipality with sole/ effective control of a municipal entity this includes consolidated financial statements of the municipality and such municipal entities.</li> <li>Within the area of responsibility, ensuring and managing appropriate communication with the Office of the Auditor-General</li> <li>During the audit, timeously responding to and coordinating responses within the area of responsibility to audit queries and requests for additional information</li> <li>The audit process provides the municipal council, the board of directors and stakeholders with the level of assurance that can be placed on finances. Senior managers, in conjunction with the accounting officer, should consistently ensure improvement of</li> </ul>						
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## CONFIDENTIAL FINANCIAL DISCLOSURE FORM

I, the undersigned: **A G Strydom**  
**Director Municipal & Social Services**  
**City of Matlosana**

(Postal address): P.O. Box 831  
ORINEY  
2620

(Residential address): 19 PEPYSROAD  
ORINEY

Tel: 082 808 4435

Fax: 018 462 3083

hereby certify that the following information is complete and correct to the best of my knowledge:

1. **Shares and other financial interests (Not bank accounts with financial institutions.)**  
 See information sheet: note (1)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity
REAL INVESTMENT BK	CC	20%	Real Investment BK

2. **Directorships and partnerships**  
 See information sheet: note (2)

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income

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3. **Remunerated work outside the Municipality**  
Must be sanctioned by Council. See information sheet: note (3)

Name of Employer	Type of Work	Amount of remuneration/ Income
	N/A	

Council: City of Matlosana

Signature by Council: \_\_\_\_\_ Date \_\_\_\_\_

4. **Consultancies and retainerships**  
See information sheet: note (4)

Name of client	Nature	Type of business activity	Value of any benefits received
	N/A		

5. **Sponsorships**  
See information sheet: note (5)

Source of assistance/sponsorship	Description of assistance/ Sponsorship	Value of assistance/sponsorship
	N/A	

6. **Gifts and hospitality from a source other than a family member**  
See information sheet: note (6)

Description	Value	Source
	N/A	

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7. **Land and property**  
See information sheet: note (7)

Description	Extent	Area	Value
<del>11/11</del>			
13 St Ellen Groenhorst	sechural title	20% in CC	± R300 000

SIGNATURE OF EMPLOYEE

DATE:

PLACE:

Mr  
Mrs  
Mr  
Mrs

## OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer yes

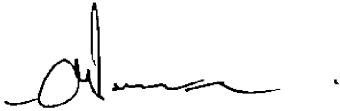
(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer yes / No

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer yes

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.



**Commissioner of Oath / Justice of the Peace**

Full first names and surname: \_\_\_\_\_ (Block letters)

Designation (rank) \_\_\_\_\_ Ex Officio Republic of South Africa

Street address of institution \_\_\_\_\_

Date 14 July 2010 Place KENEDROP

**CONTENTS NOTED: Municipal Manager**

**DATE:** \_\_\_\_\_



# **PERFORMANCE AGREEMENT**

**IN TERMS OF THE LOCAL GOVERNMENT:  
MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000)**

**AND**

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006**

**Entered into by and between**

The **CITY OF MATLOSANA** herein represented by

**M.M. MOADIRA**

in his capacity as

**Municipal Manager**

(hereinafter referred to as the **Employer**)

And

**S.G. MABUDA**

As the

**Director Economic Growth**

(hereinafter referred to as the **Employee**)

For the Period

1 July 2010 To 30 June 2011

*[Handwritten signatures and initials]*

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by Matshediso Moses Moadira (full name) in his capacity as Municipal Manager (hereinafter referred to as the **Employer**) and Sipho Gift Mabuda (full name) Employee of the Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

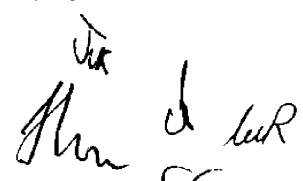
#### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and





- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2010 and will remain in force until 30 June 2011 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

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## 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	20%
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	70%
Municipal Financial Viability and Management	10%
Good Governance and Public Participation	
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership		10%
Programme and Project Management		10%
Financial Management		10%
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment		10%
Client Orientation and Customer Focus		10%
Communication		
Honesty and Integrity		10%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks		
Knowledge of Performance Management and Reporting		10%
Knowledge of global and South African specific political, social and economic contexts		10%
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		10%
Exceptional and dynamic creativity to improve the functioning of the municipality		10%
Total percentage	-	100%

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:

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 [Signature] [Signature]

**6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CCRs**

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the Mayoral Committee; and
- 6.8.4 Municipal Manager from another municipality.

6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

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## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September 2010
<b>Second quarter</b>	:	October – December 2010
<b>Third quarter</b>	:	January – March 2011
<b>Fourth quarter</b>	:	April – June 2011

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –



- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
  - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
  - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
  - 12.1.2 any other person appointed by the MEC.

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 ...  
 ...

12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

### 13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Klerksdorp on this the 14 day of July 20010

AS WITNESSES:

1. [Signature]

[Signature]  
EMPLOYEE

2. G. Jansen Rensburg

AS WITNESSES:

1. F. Hoff

[Signature]  
EMPLOYER

2. J. Rensburg



## Performance Plan

# DIRECTOR ECONOMIC GROWTH S G Mabuda

CITY OF MATLOSANA  
Period 1 July 2010 to 30 June 2011

For  
Mr S G

## DIRECTOR ECONOMIC GROWTH

IDP PROJECTS															
Project ID	Vote Nr	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quantity Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
IDP - MIG Grant - Project moved forward from 2011/2012 to 2010/2011	2035054013904	LED1	DEG1	Local Economic Development	Flea Market Shelters build to create sustainable SME's	Building of flea market shelters for 10 entrepreneurs (Phase 3) at a cost of R2,000,000 by December 2010	1	Phase 1 & 2 Completed - R2,000,000	R 1,455,728	R2,000,000 spent by December 2010					10 Shelters & Proof of Payment
					2		R 2,000,000								
					3		-								
					4		-								
IDP - Council Funded - Roll-Over	208154033908	LED2	DEG2	Local Economic Development	N12 West Development to improve the existing infrastructure	Developing the N12 West at a cost of R1,000,000 by January 2011	1	Roll-Over	R 250,000	R1,000,000 spent by January 2011					Proof of Payment
					2		R 500,000								
					3		R 1,000,000								
					4		-								
CAPITAL PROJECTS															
Project ID	Vote Nr	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quantity Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
New Capital	2085054030633	LED3	DEG3	Basic Service Delivery & Infrastructure Development	Established car wash to promote social development	Establishing a car wash at a cost of R500,000 by June 2011	1	New project	R 0	R500,000 spent by June 2011					Car Wash & Proof of Payment
					2		R 250,000								
					3		R 350,000								
					4		R 500,000								
New Capital	2085054031208	LED4	DEG4	Basic Service Delivery & Infrastructure Development	Entrepreneur Support Centre built to promote social development	Building an entrepreneurial support centre (incubation) at a cost of R300,000 by March 2011	1	New project	R 0	R500,000 spent by March 2011					Support Centre & Proof of Payment
					2		R 150,000								
					3		R 300,000								
					4		-								
New Capital	2085054035420	CBM1	DEG5	Basic Service Delivery & Infrastructure Development	N12 Slip road off constructed to ensure effective traffic flow	Constructing of N12 Road slip off at Goudkoppie at a cost of R412,000 by March 2011	1	New project	R 0	R412,000 spent by March 2011					Constructed Slip-off & Proof of Payment
					2		R 0								
					3		R 412,000								
					4		-								
New Capital	2085054030329	CBM2	DEG6	Basic Service Delivery & Infrastructure Development	Info office facility constructed to ensure effective service to tourists	Constructing of a Info office at Goudkoppie (building) at a cost of R1,840,000 by June 2011	1	Replacing current hut at Goudkoppie	R 460,000	R1,840,000 spent by June 2011					Info Office & Proof of Payment
					2		R 920,000								
					3		R 1,360,000								
					4		R 1,840,000								
New Capital	2085054034512	CBM3	DEG7	Basic Service Delivery & Infrastructure Development	Paving constructed to ensure effective service to tourists	Constructing the paving of R78,000 by June 2011	1	New project	R 18,750	R79,000 spent by June 2011					Constructed Paving & Proof of Payment
					2		R 39,500								
					3		R 59,250								
					4		R 79,000								
New Capital	2085054032405	FBM1	DEG8	Basic Service Delivery & Infrastructure Development	Freshmark System upgraded to ensure improved service delivery	Upgraded Freshmark System at a cost of R100,000 by March 2011	1	Existing System	R 0	R100,000 spent by March 2011					Upgraded System & Proof of Payment
					2		R 0								
					3		R 100,000								
					4		-								

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New Capital	2080054031229	FPM2	DEG9	Basic Service Delivery & Infrastructure Development	Counting machines purchased to ensure effective service delivery	Purchasing counting machines at a cost of R200,000 by September 2010	1	New project	R 200,000	R200,000 spent by September 2010				Counting Machine & Proof of Payment
							2							
							3							
							4							
New Capital	2080054030329	FPM3	DEG10	Basic Service Delivery & Infrastructure Development	Market Hall entrance and exit doors replaced to maintain the current infrastructure	Replacing the market hall entrance and exit doors at a cost of R170,000 by December 2010	1	New project	R 0	R170,000 spent by December 2010				New Market Hall & Proof of Payment
							2							
							3							
							4							
New Capital	2080054030329	FPM4	DEG11	Basic Service Delivery & Infrastructure Development	Market Hall renovated and additions made to ensure the maintenance of the current infrastructure	Renovating and additions of the market hall at a cost of R150,000 by March 2011	1	New project	R 50,000	R150,000 spent by March 2011				Market Hall & Proof of Payment
							2		R 100,000					
							3		R 150,000					
							4							
New Capital	2080054030329	FPM5	DEG12	Basic Service Delivery & Infrastructure Development	Evaporator Towers replaced to ensure efficient service delivery to producers	Replacing evaporator towers at a cost of R200,000 by December 2010	1	New project	R 0	R200,000 spent by December 2010				Replaced Evaporator Towers & Proof of Payment
							2		R 200,000					
							3							
							4							
<b>OPERATIONAL</b>														
Project ID	Vote Nr	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Issue Use	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Planned Remedial Action	Portfolio of Evidence
National KPI	LED5	DEG13		Local Economic Development	Jobs created (National Key Performance Indicator)	Creating 260 jobs through the Municipality's local economic development initiatives including capital projects by June 2011	1	256	85	30 June 2011				Register
							2		130					
							3		185					
							4		260					
Operational	LED6	DEG14		Local Economic Development	Feasibility Report compiled to promote local economic development	Developing the feasibility report on township regeneration by June 2011	1	Report completed	Research	30 June 2011				Report & Council Resolution
							2		Draft Report					
							3		Public Participation					
							4		Report					
Operational	LED7	DEG15		Local Economic Development	Consultations Meeting conducted to assist SMME's	Conducting 12 LED consultation meetings with stakeholders by June 2011	1	12	3	30 June 2011				Notice & Attendance Register
							2		3					
							3		3					
							4		3					
Operational	LED8	DEG16		Local Economic Development	Workshops conducted	Conducting 4 SMME workshops to capacitate SMME's by June 2011	1	12	1	30 June 2011				Notice & Attendance Register
							2		1					
							3		1					
							4		1					
Operational	LED9	DEG17		Local Economic Development	SMME'S development and support	Developing and supporting SMME's at a cost of R550,000 by June 2011	1	Ongoing project	R 137,500	R550,000 spent by June 2011				Register & Expenditure Voucher
							2		R 275,000					
							3		R 412,500					
							4		R 550,000					

*Handwritten signature and date: 17 June 2011*

Operational	CBM4	DEG18	Local Economic Development	City Marketing to promote the city	Spending R4,298,000 on marketing by June 2011	1	R 3,226,385	R 1,074,500 R 2,149,000 R 3,223,500 R 4,298,000	R4,298,000 spent by 30 June 2011			Register & Expenditure Vote
Operational	FPM6	DEG19	Municipal Financial Viability & Management	Income collected to ensure effective financial viability	Total income of R2,534,880 collected from rentals by June 2011	1 2 3 4	R 878,700	R 633,715 R 1,287,430 R 1,901,145 R 2,534,880	R2,534,880 30 June 2011			Register & Income Vote
Operational	FPM7	DEG20	Municipal Financial Viability & Management		Total income of R300,000 collected from ripening rooms by June 2011	1 2 3 4	R 299,821	R 75,000 R 150,000 R 225,000 R 300,000	R300,000 30 June 2011			Register & Income Vote
Operational	FPM8	DEG21	Municipal Financial Viability & Management		Total income of R13,042,720 collected from market dues by June 2011	1 2 3 4	R 10,890,250	R 3,280,880 R 6,521,380 R 9,782,040 R 13,042,720	R13,042,720 30 June 2011			Register & Income Vote
Operational	FPM9	DEG22	Municipal Financial Viability & Management		Total income of R59,510 collected from transport by June 2011	1 2 3 4	R 70,457	R 1,717 R 3,435 R 5,151 R 59,510	R59,510 30 June 2011			Register & Income Vote

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# **Personal Development Plan (PDP)**

**DIRECTOR ECONOMIC GROWTH**  
**S G Mabuda**

**CITY OF MATLOSANA**

**Period 1 July 2010 to 30 June 2011**

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Personal Development Plan of: S G Mabuda

Appendix

Compiled on (Date): 1 July 2010


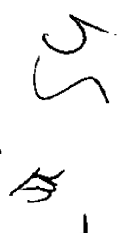
Competency area	Competencies required	Knowledge and Skills	Employee		Supervisor		HR Skills Gap Identified
			Yes	No	Yes	No	
1. Strategic leadership and management	Within the area of responsibility, the ability to contribute to service delivery systems of a complex nature and to manage the achievement of strategies and goals.	<ul style="list-style-type: none"> <li>• Providing visible, supportive &amp; effective leadership</li> <li>• Motivating and empowering staff to deliver on strategies and goals.</li> <li>• Fostering a positive and creative management culture.</li> <li>• Contributing to the alignment of strategies and goals with national and provincial policies and within the district.</li> <li>• Managing and overseeing implementation of an effective performance management system.</li> <li>• Utilising strategic planning methods and tools. Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.</li> </ul>					
	Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.	<ul style="list-style-type: none"> <li>• Providing direction and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP).</li> <li>• Ensuring, within area of responsibility, the alignment of</li> </ul>					

*Handwritten signature: M. G. Mabuda*

		<ul style="list-style-type: none"> <li>strategies and goals.</li> <li>Assessing and monitoring the impact of financial and non-financial changes on plans including national and provincial policy statements and changes.</li> <li>Implementing plans within the local government legal framework.</li> <li>Identifying and managing risk in plans.</li> <li>Based on the past and current performance and financial position of the municipality, advise on plans and strategies and goals.</li> </ul>							
	<p>The ability to provide supportive leadership to the accounting officer and senior management team.</p>	<ul style="list-style-type: none"> <li>Working closely in conjunction with the senior management team to support the accounting officer</li> <li>Contributing and advising the accounting officer and senior management team on policy objectives to ensure clear purpose and direction.</li> <li>Evaluating and reporting to the accounting officer and senior management team on the alignment and achievement of strategies and goals in respect of activities, service delivery and performance.</li> <li>Formulating, in conjunction with the accounting officer and senior management team, a clear vision, mission and strategies and goals for the municipality.</li> <li>Establishing a culture of learning within the area of responsibility.</li> </ul>							
	<p>Within the area of responsibility, the</p>	<ul style="list-style-type: none"> <li>Developing and maintaining strategic alliances within the cooperative</li> </ul>							

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	ability to develop and maintain strategic alliances with various stakeholders.	<ul style="list-style-type: none"> <li>governance framework. For the purpose of achieving the Constitutional mandate of local government, developing and maintaining strategic alliances with organisations and bodies outside government.</li> <li>Communicating the municipality's mission and vision to various stakeholders</li> </ul>						
<b>2. Strategic financial management</b>	Within the area of responsibility, the ability to support an effective, economic and efficient finance function.	<ul style="list-style-type: none"> <li>Supporting the implementation of finance strategies, which enhance good financial management and decision-making practices within the area of responsibility.</li> <li>Supporting the implementation of financial policies, systems, guidelines instructions and related policies to ensure efficient and effective financial administration and control.</li> <li>Within the area of responsibility, managing the control of assets according to policies and procedures.</li> <li>Supporting the budget process, including preparing information supporting budget estimates and identifying priorities and mandates for programmes in alignment with the integrated development plan (IDP).</li> <li>Supporting the accounting officer to oversee the financial management, tax implications and performance of service delivery mechanisms (internal and external (including municipal entities in the case of a municipality)) and outsourced</li> </ul>						




  
  
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		service agreements within the area of responsibility.							
	The ability to forecast revenue and expenditure, and assessing the impact thereof on the financial position and performance, within the area of responsibility.	<ul style="list-style-type: none"> <li>Supporting the accounting officer with the preparation of multi-year revenue and expenditure forecasts, strategic plans, budgets and estimates and advising the impact thereof on service delivery, performance and financial position within the area of responsibility.</li> <li>Advise the accounting officer of resource requirements to implement strategies and goal within the area of responsibility.</li> </ul>							
<b>3. Operational financial management</b>	Within the area of responsibility, the ability to implement financial systems.	<ul style="list-style-type: none"> <li>For purposes of the area of responsibility, formulating and contributing to specifications of appropriate and accurate financial operating systems.</li> <li>Analysing regular reports, within the area of responsibility, relating to the measurement and monitoring of financial information and performance, including the implementation of the budget and service delivery and budget implementation plan (SDBIP).</li> <li>Implement adequate control of financial operating systems within the area of responsibility.</li> <li>Regular review of the efficiency and effectiveness of financial operating systems to align with changing needs within the area of responsibility.</li> </ul>							
	The ability to	<ul style="list-style-type: none"> <li>Within the area of responsibility,</li> </ul>							

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	<p>understand the importance of maintaining sufficient working capital (cash flow/short term liquidity) to meet the requirements of the area of responsibility.</p>	<ul style="list-style-type: none"> <li>monitoring and advising the accounting officer of changes that may affect the working capital.</li> <li>Within the area of responsibility contributing to the prioritisation of working capital to align with strategies and goals. .</li> <li>Within the area of responsibility contribute to decisions regarding borrowing and the significance thereof to service delivery programmes.</li> <li>Within the area of responsibility, applying 'best practice' risk management practices to the management of working capital.</li> </ul>					
	<p>The ability to contribute to the budget preparation and implementation process.</p>	<ul style="list-style-type: none"> <li>Providing technical inputs relating to the area of responsibility, with the preparation and implementation of the budget.</li> <li>Within the area of responsibility, implementing the budget</li> <li>In the case of a municipality, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the Integrated Development Plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality OR</li> <li>in the case of a municipal entity, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the strategic plan of the entity and service delivery</li> </ul>					



				<p>could include mechanisms to report misconduct, fraud, corruption, favouritism and non-compliance with legislation and disclosure of conflicts of interest, inducements, rewards, gifts, hospitality and favours. Ensuring that investigations are conducted within 30 days of discovery of allegations and that cases that may constitute a criminal offence are reported to the South African Police Service.</p> <ul style="list-style-type: none"> <li>• Ensuring that codes of conduct, roles and responsibilities and reporting lines are clearly communicated, understood and observed by all role players within the area of responsibility.</li> <li>• Leading by example and promoting high standards of ethical behaviour by acting with fidelity, honesty, integrity and in the best interests of the municipality and maintaining the confidentiality of information.</li> </ul>			
				<ul style="list-style-type: none"> <li>• Knowledge and understanding of the legislative framework governing financial reporting in local government.</li> <li>• Supporting and contributing to the timely preparation, submission and publication of statutory reports, including the annual financial statements, annual report, in-year reporting (e.g. in the case of a municipality monthly (section 71) and mid-year (section 72)), withdrawals from bank accounts (section 11(4)) etc).</li> </ul>	<p>The ability to support the implementation of the financial reporting process of the municipality.</p>	<p><b>5. Financial and performance reporting</b></p>	


		<ul style="list-style-type: none"> <li>• Within the area of responsibility, ensuring that the content of financial reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Support the accounting officer to analyse and evaluate the financial reports to understand the impact on, and to guide planning in respect of, strategies and goals including the financial position, borrowings, performance, implementation of the annual budget and service delivery and budget implementation plan (SDBIP), tariff-, rates-, credit control, debt collection-, supply chain management-, and other relevant policies.</li> <li>• Within the area of responsibility to generate, analyse and evaluate cost-management reports for all programmes and/or projects to review departmental performance.</li> </ul>							
	The ability to support the implementation of the performance reporting process of the municipality.	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality</li> <li>• Contribute to the timely preparation,</li> </ul>							





		<p>accounting officer with regular risk assessments and ensuring that risks are prioritised according to highest versus lowest potential risk</p> <ul style="list-style-type: none"> <li>• Mitigating risks within the area of responsibility in accordance with the prioritisation of risk</li> <li>• Ensuring that the management of risk (including the possible transfer of risk) within the area of responsibility, includes consideration of potential risks relating to mechanisms for service delivery (both internal and external), outsourced service agreements. In the case of a municipality it must also consider its municipal entities and Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government.</li> <li>• Analysing the reports of the internal audit unit and the audit committee applicable to the area of responsibility when considering risk and risk management</li> </ul>					
	<p>The ability to guide the management of change for the municipality within the area of responsibility.</p>	<ul style="list-style-type: none"> <li>• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyse the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognising when this necessitates change</li> <li>• Managing and implementing change management within the area of</li> </ul>					

  
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<p><b>8. Legislation, policy and implementation</b></p>	<p>The ability to support and contribute to the formulation of policy and in the case of a municipality also By-laws</p>	<ul style="list-style-type: none"> <li>• amendments to contracts are in writing, include appropriate contract terms and conditions (including section 116 contract requirements (MFMA)) and contain performance based contract remuneration</li> <li>• Oversee the implementation of project plans within the area of responsibility</li> <li>• Contributing to the resolution of problems and disputes within the area of responsibility, as and when required</li> <li>• Supporting the accounting officer in consulting and securing stakeholder and community support for, and involvement in projects where relevant.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies</li> <li>• Excellent verbal communication and writing skills and an ability to research and analyse complex information</li> <li>• Supporting the accounting officer and contributing to the process of adopting policies and making By-laws. This includes advising accounting officer on the financial and nonfinancial impact of proposed policies and By-laws OR in the case of a municipal entity supporting the accounting officer and contributing to</li> </ul>				
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					required to be reported to the National Treasury	
					<ul style="list-style-type: none"> <li>Regularly monitor and report to accounting officer on the implementation of policies and compliance with legislative requirements</li> <li>Regularly reviewing and, where necessary, proposing to the accounting officer amendment of policies and in the case of a municipality also By-laws and, within the area of responsibility, to ensure their relevance and alignment with the strategies and goals</li> <li>Within the area of responsibility, monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance</li> <li>For purposes of the area of responsibility, regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies</li> </ul>	
<b>9. Stakeholder relations</b>	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	<ul style="list-style-type: none"> <li>Within the area of responsibility, knowledge and understanding of stakeholders and recognising the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders.</li> <li>Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would</li> </ul>				

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- Implementing and managing the implementation and enforcement of the supply chain management policy within the area of responsibility to ensure supply chain management that is fair, transparent, competitive and cost effective
- Within the area of responsibility, contributing to and maintaining registers to support the supply chain management function, including details of all tenders received and awarded, disclosure of sponsorships, inducements, rewards, gifts and favours, awards to close family members and persons in the service of the state, etc.
- Supporting the accounting officer with the resolution of supply chain management related disputes, objections, complaints and queries as they relate to the area of responsibility
- Within the area of responsibility, ensuring that unsolicited bids are considered in accordance with the framework contained in the Municipal Supply Chain Management Regulations
- Implementing and monitoring measures to combat abuse of the supply chain management system, fraud, corruption, favouritism and unfair and irregular practices

- Within the area of responsibility, contributing to and maintaining registers to support the supply chain management function, including details of all tenders received and awarded, disclosure of sponsorships, inducements, rewards, gifts and favours, awards to close family members and persons in the service of the state, etc.

- Supporting the accounting officer with the resolution of supply chain management related disputes, objections, complaints and queries as they relate to the area of responsibility

- Within the area of responsibility, ensuring that unsolicited bids are considered in accordance with the framework contained in the Municipal Supply Chain Management Regulations

- **Implementing and monitoring measures to combat abuse of the supply chain management system, fraud, corruption, favouritism and unfair and irregular practices**

- **Within the area of responsibility,**

11. Audit and	The ability to support
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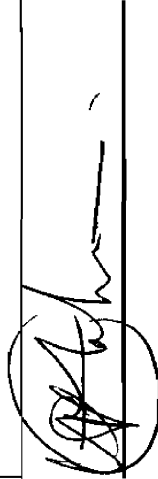
<p><b>Assurance</b></p>	<p>the audit process, in order to obtain the optimum level of assurance from the Auditor-General</p>	<p>providing administrative support and ensuring access of the internal audit unit, audit committee and the Auditor-General to the financial records and all relevant information of the municipality or municipal entity to enable them to perform their respective functions</p> <ul style="list-style-type: none"> <li>Analysing the reports and advice of the internal audit unit, audit committee and Auditor-General, providing appropriate management responses and taking appropriate action as it relates to the area of responsibility</li> <li>Contribute to the timely preparation of accurate annual financial statements for auditing and the annual report(s) for the municipality and/ or its entities to the Auditor-General (refer chapter 12 of the MFMA). In the case of a municipality with sole/ effective control of a municipal entity this includes consolidated financial statements of the municipality and such municipal entities.</li> <li>Within the area of responsibility, ensuring and managing appropriate communication with the Office of the Auditor-General</li> <li>During the audit, timeously responding to and coordinating responses within the area of responsibility to audit queries and requests for additional information</li> <li>The audit process provides the municipal council, the board of directors and stakeholders with the level of assurance that can be</li> </ul>	
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		placed on finances. Senior managers, in conjunction with the accounting officer, should consistently ensure improvement of financial management practices of the municipality and/ or municipal entities to strive to obtain the optimum level of assurance from the Auditor-General.						
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Employee's signature :



Manager's signature:



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ANNEXURE "C"

**CONFIDENTIAL  
FINANCIAL DISCLOSURE FORM**

I, the undersigned: **S G Mabuda**  
Director Economic Growth  
City of Matlosana

(Postal address): 41 MAY AVENUE ADAMSVIEW  
KLERKOP 2571

(Residential address): SAME

Tel: 018 487 9606 Fax: \_\_\_\_\_

hereby certify that the following information is complete and correct to the best of my knowledge:

- Shares and other financial interests (Not bank accounts with financial institutions.)**  
See information sheet: note (1)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity

- Directorships and partnerships**  
See information sheet: note (2)

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income

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3. **Remunerated work outside the Municipality**  
Must be sanctioned by Council. See information sheet: note (3)

Name of Employer	Type of Work	Amount of remuneration/ Income
	X/A	

Council: City of Matlosana

Signature by Council: \_\_\_\_\_ Date \_\_\_\_\_

4. **Consultancies and retainerships**  
See information sheet: note (4)

Name of client	Nature	Type of business activity	Value of any benefits received
	X/A		

5. **Sponsorships**  
See information sheet: note (5)

Source of assistance/sponsorship	Description of assistance/ Sponsorship	Value of assistance/sponsorship
	X/A	

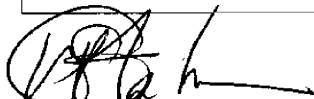
6. **Gifts and hospitality from a source other than a family member**  
See information sheet: note (6)

Description	Value	Source
	X/A	

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7. Land and property  
See information sheet: note (7)

Description	Extent	Area	Value
HOUSE		TOUBERTON	R350 000
HOUSE		ADAMAGVIEW	R750 000

  
SIGNATURE OF EMPLOYEE

DATE: 28/07/10

PLACE: KLERROOP

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## OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer YES

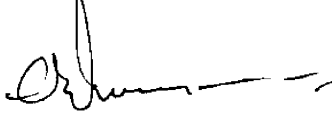
(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer NO

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer YES

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.



**Commissioner of Oath /Justice of the Peace**

Full first names and surname: \_\_\_\_\_ (Block letters)

Designation (rank) \_\_\_\_\_ Ex Officio Republic of South Africa

Street address of institution \_\_\_\_\_

Date 14 JULY 2010 Place KLERKS DORP



**CONTENTS NOTED: Municipal Manager**

DATE: 14 JULY 2010

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# **PERFORMANCE AGREEMENT**

**IN TERMS OF THE LOCAL GOVERNMENT:  
MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000)**

**AND**

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006**

**Entered into by and between**

The **CITY OF MATLOSANA** herein represented by

**M.M. MOADIRA**

in his capacity as

**Municipal Manager**

(hereinafter referred to as the **Employer**)

And

**M.L. MAKHETHA**

*As the*

**Manager Support Services**

(hereinafter referred to as the **Employee**)

For the Period

1 July 2010 To 30 June 2011

## **PERFORMANCE AGREEMENT**

### **ENTERED INTO BY AND BETWEEN:**

The **CITY OF MATLOSANA** herein represented by Matshediso Moses Moadira (full name) in his capacity as Municipal Manager (hereinafter referred to as the **Employer**) and Motlatsi Lesley

Makhetha (full name) Employee of the Municipality (hereinafter referred to as the **Employee**).

### **WHEREBY IT IS AGREED AS FOLLOWS:**

#### **1. INTRODUCTION**

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

#### **2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2010 and will remain in force until 30 June 2011 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key objectives to each other.



- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

## 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	5%
Municipal Institutional Development and Transformation	60%
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	35%
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be

selected (✓) from the list below as agreed to between the **Employer** and **Employee**.  
Three of the CCRs are compulsory for Municipal Managers:

<b>CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES</b>		
<b>CORE MANAGERIAL COMPETENCIES (CMC)</b>	✓	<b>WEIGHT</b>
Strategic Capability and Leadership		10%
Programme and Project Management		
Financial Management		10%
Change Management		10%
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment		10%
Client Orientation and Customer Focus		10%
Communication		5%
Honesty and Integrity		10%
<b>CORE OCCUPATIONAL COMPETENCIES (COC)</b>		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		15%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		10%
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		10%
Total percentage	-	100%

## **6. EVALUATING PERFORMANCE**

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
  - 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
  - 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.

6.5 The annual performance appraisal will involve:

**6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CCRs**

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the Mayoral Committee; and
- 6.8.4 Municipal Manager from another municipality.

- 6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September 2010
<b>Second quarter</b>	:	October – December 2010
<b>Third quarter</b>	:	January – March 2011
<b>Fourth quarter</b>	:	April – June 2011

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

### 13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus **done** and **signed** at .....on this the..... day of ..... 200...

#### AS WITNESSES:

1. \_\_\_\_\_

\_\_\_\_\_  
**EMPLOYEE**

2. \_\_\_\_\_

#### AS WITNESSES:

1. \_\_\_\_\_

\_\_\_\_\_  
**EMPLOYER**

2. \_\_\_\_\_

# **Performance Plan**

## **MANAGER SUPPORT SERVICES** **M L Makhetha**

**CITY OF MATLOSANA**  
**Period 1 July 2010 to 30 June 2011**



## MANAGER SUPPORT SERVICES

## OPERATIONAL

Project ID	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPIs)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Compliance	PMS1	MSS1	Municipal Institutional Development and Transformation	SDBIP approved to ensure compliance with legislation (28 days after approval of budget)	Approving final SDBIP by Executive Mayor by June 2011	1	Approved SDBIP	-	30 June 2011					Council Resolution
						2		-						
						3		-						
						4		SDBIP Approved						
Compliance	PMS2	MSS2	Municipal Institutional Development and Transformation	Performance Agreements signed to comply with legislation	Signing performance agreements with section 57 employees by June 2011	1	Signed Agreements	-	30 June 2011					Signed Agreements
						2		-						
						3		-						
						4		Agreements signed						
Compliance	PMS3	MSS3	Municipal Institutional Development and Transformation	PMS Framework revised to comply with legislation	Revising PMS Framework to be approved by Council by June 2011	1	Revised Framework	-	30 June 2011					Council Resolution
						2		-						
						3		-						
						4		Framework revised						
Compliance	PMS4	MSS4	Municipal Institutional Development and Transformation	Annual Performance Report approved to comply with section 46 of the MSA	Approving an Annual Performance Report by Municipal Manager by August 2010	1	Approved Annual Performance Report	Report approved	31 August 2010					MM Resolution
						2		-						
						3		-						
						4		-						
Compliance	PMS5	MSS5	Municipal Institutional Development and Transformation	Mid-Year Assessment Report approved to comply with section 72 of the MFMA	Approving the Mid-Year Assessment Report by the Executive Mayor by January 2011	1	Approved Mid-Year Assessment Report	Report approved	31 January 2011					Council Resolution
						2		-						
						3		-						
						4		-						
Compliance	PMS6	MSS6	Municipal Institutional Development and Transformation	Annual Report tabled to comply with section 121 of MFMA	Tabling the Annual Report before Council by January 2011	1	Tabled Annual Report	Report tabled	25 January 2011					Council Resolution
						2		-						
						3		-						
						4		-						
Compliance	IDP1	MSS7	Good Governance and Public Participation	Draft IDP approved to comply with legislation	Approving draft IDP by Council by March 2011	1	Approved Draft IDP	IDP Approved	31 March 2011					Council Resolution
						2		-						
						3		-						
						4		-						
Compliance	IDP2	MSS8	Good Governance and Public Participation	Final IDP approved to comply with legislation	Approving final IDP by Council by May 2011	1	Approved IDP	-	31 May 2011					Council Resolution
						2		-						
						3		-						
						4		Approved IDP						
Compliance	IDP3	MSS9	Good Governance and Public Participation	IDP Process Plan tabled to indicate key deadlines	Tabling of IDP process plan before Council by August 2010	1	Tabled IDP Plan	Plan tabled	31 August 2010					Council Resolution
						2		-						
						3		-						
						4		-						

Compliance	IDP4	MSS10	Good Governance and Public Participation	Public Participation enhanced to comply with legislation	Conducting 3 Rep Forum meetings by June 2011	1 2 3 4	3 Meetings	- 1 1 1	30 June 2011				Notice & Attendance Register
Compliance	IDP5	MSS11	Good Governance and Public Participation		Conducting 3 community consultations meetings by June 2011	1 2 3 4	4 Meetings	1 0 1 1	30 June 2011				Notice & Attendance Register
Compliance	SCM1	MSS12	Municipal Institutional Development and Transformation	Internal Co-operation and Control implemented to ensure compliance with legislation	Conducting 12 meetings of the Specification Committee by June 2011	1 2 3 4	12 Meetings	3 3 3 3	30 June 2011				Notice & Attendance Register
Compliance	SCM2	MSS13	Municipal Institutional Development and Transformation		Conducting 12 meetings of the Evaluation Committee by June 2011	1 2 3 4	12 Meetings	3 3 3 3	30 June 2011				Notice & Attendance Register
Compliance	SCM3	MSS14	Municipal Institutional Development and Transformation		Conducting 12 meetings of the Evaluation Committee by June 2011	1 2 3 4	12 Meetings	3 3 3 3	30 June 2011				Notice & Attendance Register
Compliance	SCM4	MSS15	Municipal Institutional Development and Transformation		Conducting 8 SCM workshops for internal & external people by June 2011	1 2 3 4	New project	2 2 2 2	30 June 2011				Notice & Attendance Register
Operational	SCM5	MSS16	Municipal Institutional Development and Transformation		Conducting training on SCM matters for official at a cost of R250,000 by June 2011	1 2 3 4	New project	62,500 125,000 187,500 250,000	R250,000 spent by June 2011				Notice & Attendance Register
Compliance	IA1	MSS17	Municipal Institutional Development and Transformation	Audit Committee Meetings held to ensure good governance	Holding 4 Audit Committee meetings to ensure an effective discharging of responsibilities by June 2011	1 2 3 4	4 Meetings	1 1 1 1	30 June 2011				Notice & Attendance Register
Compliance	IA2	MSS18	Good Governance and Public Participation	Performance Information Audit Reports issued to ensure compliance with legislation	Issuing 4 Performance information audit reports to assess the efficiency and effectiveness of performance achieved by Council by June 2011	1 2 3 4	4 Reports	1 1 1 1	30 June 2011				Reports
Compliance	IA3	MSS19	Municipal Institutional Development and Transformation	Outstanding disclaimer and qualifications reported to ensure sound financial management	Reporting with 4 follow-up audits to review resolutions on outstanding disclaimer and qualifications on the Auditor General's report by June 2011	1 2 3 4	4 Reports	1 1 1 1	30 June 2011				Reports

Compliance	IA4	MSS20	Good Governance and Public Participation	Activity Reports issued to ensure good governance	Issuing 4 activity reports to the Audit Committee and Accounting Officer on the progress of rolling out the audit plans by June 2011	1	4 Reports	1	30 June 2011				Reports
						2		1					
						3		1					
						4		1					
Compliance	IA5	MSS21	Good Governance and Public Participation	Internal Audit Charter adopted to comply with legislation	Adopting the reviewed IA Charter in accordance with IIA standards by June 2011	1	Reviewed Charter	-	30 June 2011				Reviewed IA Charter
						2		-					
						3		-					
						4		Reviewed Charter					
Compliance	IA6	MSS22	Good Governance and Public Participation	Risk Register updated to ensure good governance and to comply with legislation	Updating the risk register to report to management on emerging risks by June 2011	1	Risk Register	-	30 June 2011				Updated Register
						2		-					
						3		-					
						4		Updated Risk Register					
Compliance	IA7	MSS23	Municipal Institutional Development and Transformation	Risk Based Audit Plan submitted to ensure	Submitting a 3-year Risk Based Audit Plan to the Audit Committee for approval by June 2011	1	New project	-	30 June 2011				Approved Risk Based Audit Plan
						2		Draft Plan					
						3		-					
						4		Approved Plan					

# **Personal Development Plan (PDP)**

## **MANAGER SUPPORT SERVICES** **M L Makhetha**

**CITY OF MATLOSANA**

**Period 1 July 2010 to 30 June 2011**

Personal Development Plan of: *M L Makhetla*

Appendix

Compiled on (Date): *1 July 2010*

Competency area	Competencies required	Knowledge and Skills	Employee		Supervisor		HR Skills Gap Identified
			Yes	No	Yes	No	
1. Strategic leadership and management	Within the area of responsibility, the ability to contribute to service delivery systems of a complex nature and to manage the achievement of strategies and goals.	<ul style="list-style-type: none"> <li>• Providing visible, supportive &amp; effective leadership</li> <li>• Motivating and empowering staff to deliver on strategies and goals.</li> <li>• Fostering a positive and creative management culture.</li> <li>• Contributing to the alignment of strategies and goals with national and provincial policies and within the district.</li> <li>• Managing and overseeing implementation of an effective performance management system.</li> <li>• Utilising strategic planning methods and tools. Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.</li> </ul>					
	Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.	<ul style="list-style-type: none"> <li>• Providing direction and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP).</li> <li>• Ensuring, within area of responsibility, the alignment of</li> </ul>					

		<p>strategies and goals.</p> <ul style="list-style-type: none"> <li>Assessing and monitoring the impact of financial and non-financial changes on plans including national and provincial policy statements and changes.</li> <li>Implementing plans within the local government legal framework.</li> <li>Identifying and managing risk in plans.</li> <li>Based on the past and current performance and financial position of the municipality, advise on plans and strategies and goals.</li> </ul>						
	<p>The ability to provide supportive leadership to the accounting officer and senior management team.</p>	<ul style="list-style-type: none"> <li>Working closely in conjunction with the senior management team to support the accounting officer</li> <li>Contributing and advising the accounting officer and senior management team on policy objectives to ensure clear purpose and direction.</li> <li>Evaluating and reporting to the accounting officer and senior management team on the alignment and achievement of strategies and goals in respect of activities, service delivery and performance.</li> <li>Formulating, in conjunction with the accounting officer and senior management team, a clear vision, mission and strategies and goals for the municipality.</li> <li>Establishing a culture of learning within the area of responsibility.</li> </ul>						
	<p>Within the area of responsibility, the</p>	<ul style="list-style-type: none"> <li>Developing and maintaining strategic alliances within the cooperative</li> </ul>						

	ability to develop and maintain strategic alliances with various stakeholders.	<ul style="list-style-type: none"> <li>governance framework. For the purpose of achieving the Constitutional mandate of local government, developing and maintaining strategic alliances with organisations and bodies outside government.</li> <li>Communicating the municipality's mission and vision to various stakeholders</li> </ul>					
<b>2. Strategic financial management</b>	Within the area of responsibility, the ability to support an effective, economic and efficient finance function.	<ul style="list-style-type: none"> <li>Supporting the implementation of finance strategies, which enhance good financial management and decision-making practices within the area of responsibility.</li> <li>Supporting the implementation of financial policies, systems, guidelines instructions and related policies to ensure efficient and effective financial administration and control.</li> <li>Within the area of responsibility, managing the control of assets according to policies and procedures.</li> <li>Supporting the budget process, including preparing information supporting budget estimates and identifying priorities and mandates for programmes in alignment with the integrated development plan (IDP).</li> <li>Supporting the accounting officer to oversee the financial management, tax implications and performance of service delivery mechanisms (internal and external (including municipal entities in the case of a municipality)) and outsourced</li> </ul>					

		service agreements within the area of responsibility.							
	The ability to forecast revenue and expenditure, and assessing the impact thereof on the financial position and performance, within the area of responsibility.	<ul style="list-style-type: none"> <li>Supporting the accounting officer with the preparation of multi-year revenue and expenditure forecasts, strategic plans, budgets and estimates and advising the impact thereof on service delivery, performance and financial position within the area of responsibility.</li> <li>Advise the accounting officer of resource requirements to implement strategies and goal within the area of responsibility.</li> </ul>							
<b>3. Operational financial management</b>	Within the area of responsibility, the ability to implement financial systems.	<ul style="list-style-type: none"> <li>For purposes of the area of responsibility, formulating and contributing to specifications of appropriate and accurate financial operating systems.</li> <li>Analysing regular reports, within the area of responsibility, relating to the measurement and monitoring of financial information and performance, including the implementation of the budget and service delivery and budget implementation plan (SDBIP).</li> <li>Implement adequate control of financial operating systems within the area of responsibility.</li> <li>Regular review of the efficiency and effectiveness of financial operating systems to align with changing needs within the area of responsibility.</li> </ul>							
	The ability to	<ul style="list-style-type: none"> <li>Within the area of responsibility,</li> </ul>							



	understand the importance of maintaining sufficient working capital (cash flow/short term liquidity) to meet the requirements of the area of responsibility.	<ul style="list-style-type: none"> <li>monitoring and advising the accounting officer of changes that may affect the working capital.</li> <li>Within the area of responsibility contributing to the prioritisation of working capital to align with strategies and goals. .</li> <li>Within the area of responsibility contribute to decisions regarding borrowing and the significance thereof to service delivery programmes.</li> <li>Within the area of responsibility, applying 'best practice' risk management practices to the management of working capital.</li> </ul>					
	The ability to contribute to the budget preparation and implementation process.	<ul style="list-style-type: none"> <li>Providing technical inputs relating to the area of responsibility, with the preparation and implementation of the budget.</li> <li>Within the area of responsibility, implementing the budget</li> <li>In the case of a municipality, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the Integrated Development Plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality OR in the case of a municipal entity, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the strategic plan of the entity and service delivery</li> </ul>					





		<ul style="list-style-type: none"> <li>• Within the area of responsibility, ensuring that the content of financial reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Support the accounting officer to analyse and evaluate the financial reports to understand the impact on, and to guide planning in respect of, strategies and goals including the financial position, borrowings, performance, implementation of the annual budget and service delivery and budget implementation plan (SDBIP), tariff-, rates-, credit control, debt collection-, supply chain management-, and other relevant policies.</li> <li>• Within the area of responsibility to generate, analyse and evaluate cost-management reports for all programmes and/or projects to review departmental performance.</li> </ul>							
	The ability to support the implementation of the performance reporting process of the municipality.	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality</li> <li>• Contribute to the timely preparation,</li> </ul>							





					<p>accounting officer with regular risk assessments and ensuring that risks are prioritised according to highest versus lowest potential risk</p> <ul style="list-style-type: none"> <li>• Mitigating risks within the area of responsibility in accordance with the prioritisation of risk</li> <li>• Ensuring that the management of risk (including the possible transfer of risk) within the area of responsibility, includes consideration of potential risks relating to mechanisms for service delivery (both internal and external), outsourced service agreements. In the case of a municipality it must also consider its municipal entities and Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government.</li> <li>• Analysing the reports of the internal audit unit and the audit committee applicable to the area of responsibility when considering risk and risk management</li> </ul>				
					<p>The ability to guide the management of change for the municipality within the area of responsibility.</p>	<ul style="list-style-type: none"> <li>• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyse the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognising when this necessitates change</li> <li>• Managing and implementing change management within the area of</li> </ul>			





						<ul style="list-style-type: none"> <li>• Within the area of responsibility, ensuring an analytical and methodical structuring of projects and project planning. This is to ensure adequate control over projects and the efficient, effective and economic implementation and completion thereof to a high quality and standard</li> <li>• Oversee and manage the establishment of project- and contract management capacity within the area of responsibility. This includes building capacity through appropriate training and the allocation of resources.</li> <li>• Ensuring clear lines of accountability, regular monitoring, measuring and reporting on the performance of projects and contracts within the area of responsibility, including regular reporting to the accounting officer</li> <li>• Within the area of responsibility, ensuring regular reporting by external mechanisms and all contractors and service providers, including the availability of adequate information for the municipality to meet its statutory reporting obligations</li> <li>• Contributing to and supporting the accounting officer with the establishment and maintenance of a contract register</li> <li>• Contributing to and supporting the accounting officer to establish a contract management process to ensure that, prior to their commencement, contracts and</li> </ul>						
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						<p>amendments to contracts are in writing, include appropriate contract terms and conditions (including section 116 contract requirements (MFMA)) and contain performance based contract remuneration</p> <ul style="list-style-type: none"> <li>• Oversee the implementation of project plans within the area of responsibility</li> <li>• Contributing to the resolution of problems and disputes within the area of responsibility, as and when required</li> <li>• Supporting the accounting officer in consulting and securing stakeholder and community support for, and involvement in projects where relevant.</li> </ul>				
<b>8. Legislation, policy and implementation</b>	<p>The ability to support and contribute to the formulation of policy and in the case of a municipality also By-laws</p>	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies</li> <li>• Excellent verbal communication and writing skills and an ability to research and analyse complex information</li> <li>• Supporting the accounting officer and contributing to the process of adopting policies and making By-laws. This includes advising accounting officer on the financial and nonfinancial impact of proposed policies and By-laws OR in the case of a municipal entity supporting the accounting officer and contributing to</li> </ul>								

						<p>the process of adopting policies including advising on the financial and non-financial impact of proposed policies</p> <ul style="list-style-type: none"> <li>• Supporting the accounting officer and contributing to the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws.</li> <li>• Supporting the accounting officer and contributing to the conceptualisation, formulation and drafting of policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.</li> </ul>					
	<p>The ability to implement, manage and oversee the implementation of legislation and policy within the area of responsibility</p>	<ul style="list-style-type: none"> <li>• Implementing and overseeing the implementation and enforcement of policies and Bylaws, within the area of responsibility</li> <li>• Supporting the accounting officer and contributing to the establishment and maintenance of a register of non-compliance with legislative requirements. This includes, within the area or responsibility, regularly reporting these to the accounting officer and other role players. For example, instances of non-compliance with the MFMA are</li> </ul>									

						<p>required to be reported to the National Treasury</p> <ul style="list-style-type: none"> <li>• Regularly monitor and report to accounting officer on the implementation of policies and compliance with legislative requirements</li> <li>• Regularly reviewing and, where necessary, proposing to the accounting officer amendment of policies and in the case of a municipality also By-laws and, within the area of responsibility, to ensure their relevance and alignment with the strategies and goals</li> <li>• Within the area of responsibility, monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance</li> <li>• For purposes of the area of responsibility, regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies</li> </ul>				
<b>9. Stakeholder relations</b>	<p>Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.</p>	<ul style="list-style-type: none"> <li>• Within the area of responsibility, knowledge and understanding of stakeholders and recognising the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders.</li> <li>• Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would</li> </ul>								

						<p>include relations with the community, local businesses, public benefit organisations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs)</p> <ul style="list-style-type: none"> <li>• Within the area of responsibility, establishing and maintaining clear roles and responsibilities, service levels, reporting lines and communications with the accounting officer, senior managers and other departments within the municipality and in the case of a municipality also with its municipal entities, to ensure effective and relevant internal stakeholder relations.</li> <li>• Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.</li> </ul>					
<b>10. Supply Chain Management</b>	The ability to contribute to the supply chain management function	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the legislative framework governing the supply chain management function (including the Municipal Supply Chain Management Regulations, the Preferential Procurement Policy Framework Act, 2000, etc)</li> <li>• Within the area of responsibility, implementing and monitoring delegations for supply chain</li> </ul>									



<p><b>Assurance</b></p>	<p>the audit process, in order to obtain the optimum level of assurance from the Auditor-General</p>	<p>providing administrative support and ensuring access of the internal audit unit, audit committee and the Auditor-General to the financial records and all relevant information of the municipality or municipal entity to enable them to perform their respective functions</p> <ul style="list-style-type: none"> <li>Analysing the reports and advice of the internal audit unit, audit committee and Auditor-General, providing appropriate management responses and taking appropriate action as it relates to the area of responsibility</li> <li>Contribute to the timely preparation of accurate annual financial statements for auditing and the annual report(s) for the municipality and/ or its entities to the Auditor-General (refer chapter 12 of the MFMA). In the case of a municipality with sole/ effective control of a municipal entity this includes consolidated financial statements of the municipality and such municipal entities.</li> <li>Within the area of responsibility, ensuring and managing appropriate communication with the Office of the Auditor-General</li> <li>During the audit, timeously responding to and coordinating responses within the area of responsibility to audit queries and requests for additional information</li> <li>The audit process provides the municipal council, the board of directors and stakeholders with the level of assurance that can be</li> </ul>				
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		placed on finances. Senior managers, in conjunction with the accounting officer, should consistently ensure improvement of financial management practices of the municipality and/ or municipal entities to strive to obtain the optimum level of assurance from the Auditor-General.							
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Employee's signature :

Manager's signature:



## CONFIDENTIAL FINANCIAL DISCLOSURE FORM

I, the undersigned:      **M L Makhetha**  
    **Manager Support Services**  
    **City of Matlosana**

(Postal address): \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

(Residential address): \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

hereby certify that the following information is complete and correct to the best of my knowledge:

1.      **Shares and other financial interests (Not bank accounts with financial institutions.)**  
             See information sheet: note (1)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity

2.      **Directorships and partnerships**  
             See information sheet: note (2)

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income

3. **Remunerated work outside the Municipality**  
Must be sanctioned by Council. See information sheet: note (3)

Name of Employer	Type of Work	Amount of remuneration/ Income

Council: City of Matlosana

Signature by Council: \_\_\_\_\_ Date \_\_\_\_\_

4. **Consultancies and retainerships**  
See information sheet: note (4)

Name of client	Nature	Type of business activity	Value of any benefits received

5. **Sponsorships**  
See information sheet: note (5)

Source of assistance/sponsorship	Description of assistance/ Sponsorship	Value of assistance/sponsorship

6. **Gifts and hospitality from a source other than a family member**  
See information sheet: note (6)

Description	Value	Source

**7. Land and property**  
See information sheet: note (7)

Description	Extent	Area	Value

\_\_\_\_\_  
SIGNATURE OF EMPLOYEE

DATE: \_\_\_\_\_

PLACE: \_\_\_\_\_

## OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:
  - (i) Do you know and understand the contents of the declaration?  
Answer \_\_\_\_\_
  - (ii) Do you have any objection to taking the prescribed oath or affirmation?  
Answer \_\_\_\_\_
  - (iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?  
Answer \_\_\_\_\_
2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

\_\_\_\_\_  
**Commissioner of Oath /Justice of the Peace**

Full first names and surname: \_\_\_\_\_ (Block letters)

Designation (rank) \_\_\_\_\_ Ex Officio Republic of South Africa

Street address of institution \_\_\_\_\_  
\_\_\_\_\_

Date \_\_\_\_\_ Place \_\_\_\_\_

\_\_\_\_\_  
**CONTENTS NOTED: Municipal Manager**

**DATE:** \_\_\_\_\_

# **PERFORMANCE AGREEMENT**

**IN TERMS OF THE LOCAL GOVERNMENT:  
MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000)**

**AND**

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006**

**Entered into by and between**

The **CITY OF MATLOSANA** herein represented by

**M.M. MOADIRA**

in his capacity as

**Municipal Manager**

(hereinafter referred to as the **Employer**)

And

**RT MAKGALE**

*As the*

**Acting Chief Financial Officer**

(hereinafter referred to as the **Employee**)

For the Period

1 July 2010 To 30 June 2011

## **PERFORMANCE AGREEMENT**

### **ENTERED INTO BY AND BETWEEN:**

The **CITY OF MATLOSANA** herein represented by Matshediso Moses Moadira (full name) in His capacity as Municipal Manager (hereinafter referred to as the **Employer**) and Ramatu Thomas Makgale (full name) Employee of the Municipality (hereinafter referred to as the **Employee**).

### **WHEREBY IT IS AGREED AS FOLLOWS:**

#### **1. INTRODUCTION**

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

#### **2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2010 and will remain in force until 30 June 2011 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

## 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	15%
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	85%
Good Governance and Public Participation	
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:



<b>CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES</b>		
<b>CORE MANAGERIAL COMPETENCIES (CMC)</b>	<b>√</b>	<b>WEIGHT</b>
Strategic Capability and Leadership		10%
Programme and Project Management		10%
Financial Management		15%
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment		10%
Client Orientation and Customer Focus		15%
Communication		10%
Honesty and Integrity		
<b>CORE OCCUPATIONAL COMPETENCIES (COC)</b>		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		10%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		10%
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		10%
<b>Total percentage</b>	<b>-</b>	<b>100%</b>

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
  - 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
  - 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:

**6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CCRs**

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the Mayoral Committee; and
- 6.8.4 Municipal Manager from another municipality.

- 6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September 2010
<b>Second quarter</b>	:	October – December 2010
<b>Third quarter</b>	:	January – March 2011
<b>Fourth quarter</b>	:	April – June 2011

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall –
- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
  - 9.1.2 provide access to skills development and capacity building opportunities;
  - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
  - 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
  - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

### 13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus **done** and **signed** at .....on this the..... day of ..... 200...

#### AS WITNESSES:

1. \_\_\_\_\_

\_\_\_\_\_  
**EMPLOYEE**

2. \_\_\_\_\_

#### AS WITNESSES:

1. \_\_\_\_\_

\_\_\_\_\_  
**EMPLOYER**

2. \_\_\_\_\_

# **Performance Plan**

**ACTING CHIEF FINANCIAL OFFICER**  
**RT Makgale**

**CITY OF MATLOSANA**  
**Period 1 July 2010 to 30 June 2011**

**DIRECTOR FINANCIAL SERVICES**

**CAPITAL PROJECTS**

Project ID	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
New Capital	2060104032405	ICT1	DFS1	Basic Service Delivery & Infrastructure Development	Pre-paid Management Server purchased and installed to enhance service delivery	Purchasing and installation of pre-paid management server at a cost of R180,000 by March 2011	1	Additional funding for current project	R 0	R180,000 spent by March 2011					Installed system & Expenditure Vote
							2		R 0						
							3		R 180,000						
							4		-						
New Capital	2060104032405	ICT2	DFS2	Basic Service Delivery & Infrastructure Development	Computer replacement programme installed to ensure an effective working environment	Installing computer replacement programme at a cost of R500,000 by December 2010	1	New project	R 0	R500,000 spent by December 2010					Replaced Computers & Expenditure Vote
							2		R 500,000						
							3		-						
							4		-						
New Capital	2060104032405	ICT3	DFS3	Basic Service Delivery & Infrastructure Development	Microsoft enterprise licensing agreement concluded to ensure legality	Concluding Microsoft enterprise licensing agreement at a cost of R482,000 by December 2010	1		R 0	R482,000 spent by December 2010					Agreement & Expenditure Vote
							2		R 482,000						
							3		-						
							4		-						
New Capital	2060104032405	ICT4	DFS4	Basic Service Delivery & Infrastructure Development	Anti-Virus software programme purchased to prevent virus spreading	Purchasing a Anti-Virus programme at a cost of R96,000 by December 2010	1		R 0	R96,000 spent by December 2010					Anti-Virus Programme & Expenditure Vote
							2		R 96,000						
							3		-						
							4		-						
New Capital	2060104031528	ICT5	DFS5	Basic Service Delivery & Infrastructure Development	Server arms and racks purchased to ensure an effective working environment	Purchasing a server arms and racks at a cost of R120,000 by December 2010	1			R120,000 spent by December 2010					Actual Purchases & Expenditure Vote
							2		R 120,000						
							3		-						
							4		-						

**OPERATIONAL**

Project ID	Vote No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Operational		FIN1	DFS6	Municipal Financial Viability & Management	Audit Queries managed to obtain reasonable explanations and to resolve	Receiving less than 31 enquiries on audit exemption report from the Auditor General by November 2010	1	129	-	30 November 2010					Exemption Report
							2		30						
							3		-						
							4		-						
Operational		FIN2	DFS7	Municipal Financial Viability & Management		Resolving the 30 received enquiries on audit exemption report by June 2011	1	34	-	30 June 2011					Exemption Report
							2		30						
							3		-						
							4		-						
Operational		FIN3	DFS8	Municipal Financial Viability & Management		Receiving less than 21 enquiries on audit exemption report from the Internal Auditors by June 2011	1	35	5	30 June 2011					Exemption Report
							2		5						
							3		5						
							4		5						



Operational	FIN4	DFS9	Municipal Financial Viability & Management	Audit Queries managed to obtain reasonable explanations and to resolve	Resolving the 20 received enquiries on audit exemption report by June 2011	1 2 3 4	35	5	30 June 2011		Exemption	Report
Compliance	FIN5	DFS10	Municipal Financial Viability & Management	Disclaimers reduced to obtain a clean audit report	Reducing the number of Disclaimers in Audit Report for the Financial year 09/10 to 100% by June 2011	1 2 3 4	85%	- 85% 90% 100%	30 June 2011		Number of disclaimers as per 2 financial years	
NKP - Indicator	BUD1	DFS11	Municipal Financial Viability & Management	Financial Viability expressed (National Key Performance Indicators)	R202,555 on capital budget spend by June 2011	1 2 3 4	R 202,902,000	R 50,638,750 R 101,277,500 R 151,916,250 R 202,555,000	30 June 2011		Actual Spending as per Main Ledger print	
NKP - Indicator	BUD2	DFS12	Municipal Financial Viability & Management		Cost coverage ratio for 2009/10 by August 2010	1 2 3 4	0.07	1 - - -	31 August 2010		Cost Coverage Print	
NKP - Indicator	BUD3	DFS13	Municipal Financial Viability & Management		Debt coverage ratio for 2009/10 by August 2010	1 2 3 4	50 35	40 - - -	31 August 2010		Debt Coverage Print	
NKP - Indicator	REV1	DFS14	Municipal Financial Viability & Management		Outstanding Service Debtors to Revenue ratio for 2009/10 by August 2010	1 2 3 4	0.98	0.50 - - -	31 August 2010		Outstanding Service Print & Calculations	
Compliance	BUD4	DFS15	Municipal Financial Viability & Management	Budget approved in order to comply with legislation	Tabling the budget planning process time table by 31 August 2010	1 2 3 4	Tabled Time Table	Time Table tabled - - -	31 August 2010		Time Table	
Compliance	BUD5	DFS16	Municipal Financial Viability & Management		Approving the draft budget by March 2011	1 2 3 4	Approved Draft Budget	- - Draft budget approved -	31 March 2011		Council Resolution	
Compliance	BUD6	DFS17	Municipal Financial Viability & Management		Approving the final budget by 31 May 2011	1 2 3 4	Approved Budget	- - - Budget approved	31 May 2011		Council Resolution	

Compliance	BUD7	DFS18	Municipal Financial Viability & Management	Adjustment Budget approved to comply with legislation	Approving the adjustment budget by 25 January 2011	1 2 3 4	Approved Adjustment Budget	25 January 2011					Council Resolution
Compliance	BUD8	DFS19	Municipal Financial Viability & Management	2008/09 Financial Statements submitted to comply with legislation	Submitting the 2008/10 financial statements to the Auditor-General by 31 August 2010	1 2 3 4	Submitted Statements	31 August 2010					Letter to Auditor - General
Operational	BUD9	DFS20	Municipal Financial Viability & Management	Payments Received vs. Monthly Levies	3% increase from current 82% to 85% in annual debtors collection rate by June 2011	1 2 3 4	3%	30 June 2011					Prints & Calculations on Financial Indicators
Operational	REV2	DFS21	Municipal Financial Viability & Management	Indigent Subsidy for Free Basic Services allocations to comply with legislation	R70,000,000 spend on free basic services by June 2011	1 2 3 4	R 17,500,000 R 35,000,000 R 52,500,000 R 70,000,000	30 June 2011					Print of Actual Spending
Operational	REV3	DFS22	Municipal Financial Viability & Management		39,700 Approved households with free basic services (Indigents) by June 2011	1 2 3 4	39,330 39,400 39,500 39,600 39,700	30 June 2011					Register
Operational	REV4	DFS23	Municipal Financial Viability & Management		47% Registered households earning less than R2,161 per month by June 2011	1 2 3 4	46% 46% 47% 47%	30 June 2011					Calculations
Operational	EXP1	DFS24	Municipal Financial Viability & Management	Creditors Promptly paid to indicate the payment of creditors	Total value of creditors outstanding for 2008/10 by August 2010	1 2 3 4	R 13,618,803 - - -	31 August 2010					Printout from Main Ledger Account
Operational	ICT6	DFS25	Municipal Financial Viability & Management	IT Organization established to deliver an integrated IT service	Establishing an ICT organization by December 2010	1 2 3 4	Existing program ICT organization established - -	31 December 2010					Council Resolution
Operational	ICT7	DFS26	Municipal Financial Viability & Management	Disaster Recovery Plan approved & implemented to mitigate risks	Approving a disaster recovery plan by December 2010	1 2 3 4	In process Plan approved - -	31 December 2010					Approved Plan
Operational	ICT8	DFS27	Municipal Financial Viability & Management		Implementing a disaster recovery plan by December 2010	1 2 3 4	Approved Plan Plan implemented - -	31 December 2010					Implemented Plan

Operational	ICT9	DFS28	Municipal Financial Viability & Management	Systems integrated to streamline and eliminate duplication	Integrating all ICT systems in council by December 2010	1		Proof of concept	31 December 2010				Integration Plan
						2		Complete URS					
						3		-					
						4		-					
Operational	ICT10	DFS29	Municipal Financial Viability & Management	Software audited & licensed to comply with legislation	Auditing and licensing all software (R42,000) by September 2010	1	Audited & Licensed Software	Software audited & licensed	30 September 2010				Proof of payment
						2		-					
						3		-					
						4		-					
Operational	ICT11	DFS30			Keeping of register for all licenses and computers by June 2011	1	New project	Compiling of register	31 June 2011				Register
						2		Up-keeping of register					
						3		Up-keeping of register					
						4		Up-keeping of register					
Operational	ICT12	DFS31	Municipal Institutional Development and Transformation	Departmental performance appraisal developed and implemented in order to ensure better service delivery	Developing and implementing a departmental performance appraisal system by June 2011	1	New project	System Developed	31 June 2011				Departmental Performance Appraisal system
						2		System Workshopped					
						3		System Approved					
						4		System Implemented					

**Personal Development Plan (PDP)**

**ACTING CHIEF FINANCIAL OFFICER**  
**RT Makgale**

CITY OF MATLOSANA

Period 1 July 2010 to 30 June 2011

Compiled on (Date): *1 July 2010*

Competency area	Competencies required	Knowledge and Skills	Employee		Supervisor		HR Skills gap Identified
			Yes	No	Yes	No	
1. Strategic leadership and management	Within the Budget and Treasury Office, the ability to contribute to service delivery systems of a complex nature and to manage the achievement of municipal strategies and goals.	<ul style="list-style-type: none"> <li>• Providing visible, supportive &amp; effective leadership</li> <li>• Motivating and empowering staff to deliver on municipal strategies and goals.</li> <li>• Fostering a positive and creative management culture.</li> <li>• Contributing to the alignment of strategies and goals with national and provincial policies and within the district.</li> <li>• Managing and overseeing implementation of an effective performance management system.</li> <li>• Utilising strategic planning methods and tools</li> </ul>					
	Within the area of responsibility, the ability to formulate and influence short, medium and long-term service delivery plans to deliver on municipal strategies and goals.	<ul style="list-style-type: none"> <li>• Providing direction and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP).</li> <li>• Ensuring, within area of responsibility, the alignment of municipal strategies and goals.</li> <li>• Assessing and monitoring the impact of financial and non-financial changes on plans including national and provincial policy statements and changes.</li> </ul>					

		<ul style="list-style-type: none"> <li>Implementing plans within the local government legal framework.</li> <li>Identifying and managing risk in plans.</li> <li>Based on the past and current performance and financial position of the municipality, advise on plans and strategies and goals.</li> </ul>						
	The ability to provide supportive leadership to the accounting officer and senior management team.	<ul style="list-style-type: none"> <li>Working closely in conjunction with senior management to support the accounting officer</li> <li>Contributing and advising the accounting officer and senior management on policy objectives to ensure clear purpose and direction.</li> <li>Evaluating and reporting to the accounting officer and senior management on the alignment and achievement of strategies and goals in respect of activities, service delivery and performance.</li> <li>Formulating, in conjunction with the accounting officer and senior management, a clear vision, mission and strategies and goals</li> <li>Establishing a culture of learning within the finance function.</li> </ul>						
	Within the area of responsibility, the ability to develop and maintain strategic alliances with various stakeholders.	<ul style="list-style-type: none"> <li>Developing and maintaining strategic alliances within the cooperative governance framework.</li> <li>For the purpose of achieving the Constitutional mandate of local government, developing and maintaining strategic alliances with organisations and bodies outside government.</li> <li>Communicating the municipality's mission and vision to various stakeholders.</li> </ul>						

<p><b>2. Strategic financial management</b></p>	<p>The ability to guide the management of an effective, economic and efficient finance function, supported by effective financial management policies and practices.</p>	<ul style="list-style-type: none"> <li>• Formulating and implementing finance strategies, which enhance good financial management and decision-making practices across the finance function.</li> <li>• Developing and implementing financial policies and systems to ensure efficient and effective financial administration and control.</li> <li>• Developing, implementing and maintaining financial management guidelines, financial instructions, credit control procedures, debt collection and related financial policies.</li> <li>• Within the area of responsibility, managing the control of assets according to policies and procedures.</li> <li>• Managing and overseeing implementation of an effective performance management system within the finance function.</li> <li>• Applying best practice management accounting techniques within the finance function</li> <li>• Supporting the accounting officer to oversee the financial management, tax implications and performance of service delivery mechanisms (internal and external (including municipal entities in the case of a municipality)) and outsourced service agreements.</li> </ul>					
	<p>The ability to forecast revenue and expenditure and assessing the impact thereof on a municipality's</p>	<ul style="list-style-type: none"> <li>• In conjunction with the accounting officer, preparing multi-year revenue and expenditure forecasts aligned with the strategic plans and budget and advising the impact thereof on service delivery, performance and financial position.</li> <li>• In conjunction with the accounting</li> </ul>					

	financial position and performance	officer, developing sustainable strategies to address revenue shortfalls in alignment with strategic plans.					
<b>3. Operational financial management</b>	The ability to commission and operate financial systems.	<ul style="list-style-type: none"> <li>Formulating specifications, commissioning and overseeing the maintenance of appropriate and accurate financial operating systems, including the areas of debt, cash, investment-, asset and liability management, revenue management expenditure management, audit- and analytical requirements and statutory deductions.</li> <li>Generating, regular reporting, measuring and monitoring of financial information to ensure financial control and to measure and monitor performance.</li> <li>Ensuring adequate control of financial operating systems.</li> <li>In conjunction with the accounting officer, and through the financial operating systems, analyse and report on the financial position, borrowing and performance of the municipality and how that impacts on the implementation of the annual budget and on the service delivery and budget implementation plan (SDBIP).</li> <li>In conjunction with the accounting officer, determining requirements for in-house or outsourced or shared service agreements for the operation of financial systems.</li> <li>Regular review of the efficiency and effectiveness of financial operating systems to align with the changing needs of the municipality.</li> </ul>					
	The ability to	<ul style="list-style-type: none"> <li>Monitoring the effects of changes,</li> </ul>					



	maintain sufficient working capital (cash flow/short-term liquidity) to meet the needs of the municipality.	<ul style="list-style-type: none"> <li>including legislation, inflation and resource allocations, on the working capital.</li> <li>Prioritising working capital to align with strategies and goals.</li> <li>Monitoring and reporting on working capital, including how that affects investment options, revenue and debt collection.</li> <li>Monitoring and reporting, through analysis, the implications of borrowing and the significance thereof to service delivery programmes and possible influences on the financial markets.</li> <li>Applying 'best practice' risk management practices to the management of working capital.</li> </ul>					
	The ability to manage the budget preparation and implementation process and provide technical expertise in this regard	<ul style="list-style-type: none"> <li>In the case of a municipality: <ul style="list-style-type: none"> <li>Advising the accounting officer on the time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and the annual review of the IDP, budget related policies and related consultative processes.</li> <li>In conjunction with the accounting officer ensuring that the budget process aligns the budget and related budget policies to the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality</li> </ul> </li> <li>In the case of a municipal entity: <ul style="list-style-type: none"> <li>Advising and supporting the accounting officer with the budget process and annual review of related policies and related</li> </ul> </li> </ul>					

						<p>consultative processes with the parent municipality. This includes the alignment of the entity's budget with its strategic plan and the service delivery agreement (SDA) and the integrated development plan (IDP) of its parent municipality.</p> <ul style="list-style-type: none"> <li>Supporting the accounting officer to ensure the proposed budget is submitted to the parent municipality and that any recommendations of the council of the parent municipality are considered by the board of directors prior to approval of the budget.</li> <li>Preparation, adoption and implementation of the budget and providing support to the accounting officer throughout the budget process.</li> <li>Ensuring compliance to the legislative framework governing municipal budget and formats.</li> <li>Knowledge of financial planning, taxation, budgeting and forecasting and the interrelation thereof.</li> </ul>					
<b>4. Governance, ethics &amp; values in financial management</b>	The ability to support and implement good governance in the area of responsibility.	<ul style="list-style-type: none"> <li>Support and implement clear roles and responsibilities, separation of powers and regular reporting lines for all role players within the area of responsibility to ensure transparency and accountability.</li> <li>Knowledge and understanding of governance and ethics in financial management, embodied in the King Report on Corporate Governance, as it applies to the local government legal framework.</li> <li>Supporting the accounting officer in the</li> </ul>									

						<p>generation and sharing of knowledge and learning to enhance the collective knowledge, capacity and skills of officials and councillors or directors</p> <ul style="list-style-type: none"> <li>• Support the formulation of and implement the codes of conduct for all role players within the area of responsibility, which shall as a minimum include financial management, supply chain management and the codes of conduct set out in the Local Government: Municipal Systems Act.</li> <li>• Support the implementation of systems to encourage and enforce good governance, ethics and the codes of conduct. These systems could include mechanisms to report misconduct, fraud, corruption, favoritism and non-compliance with legislation and disclosure of conflicts of interest, inducements, rewards, gifts, hospitality and favours. Ensuring that investigations are conducted within 30 days of discovery of allegations and that cases that may constitute a criminal offence are reported to the South African Police Service.</li> <li>• Ensuring that codes of conduct, roles and responsibilities and reporting lines are clearly communicated, understood and observed by all role players within the area of responsibility.</li> <li>▪ Leading by example and promoting high standards of ethical behaviour by acting with fidelity, honesty, integrity and in the best interests of the municipality and maintaining the confidentiality of information.</li> </ul>					
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5. Financial and performance reporting	The ability to implement and manage the financial reporting process of the municipality.	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the legislative framework governing financial reporting in local government, including generally recognised accounting practice (GRAP).</li> <li>• Manage the timely preparation, submission and publication of statutory reports, including the annual financial statements, annual report, in-year reports (e.g. in the case of a municipality monthly (section 71) and mid-year reporting (section 72), withdrawals from bank accounts (section 11(4)) etc.</li> <li>• Ensure that the content of financial reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Support the accounting officer to analyse and evaluate the financial reports to understand the impact on, and to guide planning in respect of strategies and goals including the financial position, borrowings, performance, implementation of the annual budget and service delivery and budget implementation plan (SDBIP), tariff-, rates-, credit control, debt collection-, supply chain management-, and relevant policies.</li> </ul>					
	The ability to implement and manage the performance reporting process of the municipality.	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Within the area of responsibility implementing and maintaining a performance management system. In the case of a municipal entity also regularly monitoring, measuring, reviewing and reporting its performance to its parent</li> </ul>					

						<ul style="list-style-type: none"> <li>• municipality. Within the area of responsibility timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) of the MFMA), mid year performance reporting (section 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid year performance reporting (section 88 of the MFMA)</li> <li>• Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Within the area of responsibility support the accounting officer to analyse and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies.</li> <li>• Within the area of responsibility support the accounting officer to analyse and evaluate the performance of: <ul style="list-style-type: none"> <li>◦ service delivery mechanisms (internal and external) and outsourced service agreements against performance targets, and</li> <li>◦ in the case of a municipality, of each of its municipal entities against the service level agreement and performance targets for that entity,</li> </ul> </li> <li>• Within the area of responsibility, ensuring that there is a link between the</li> </ul>		
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							performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials.					
							<ul style="list-style-type: none"> <li>• Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period.</li> <li>• Regularly benchmark the performance of the Budget and Treasury Office function against the performance of similar and/or comparable Budget and Treasury Office's to improve and guide in the planning and delivery of services.</li> </ul>					
<b>6. Risk and change management</b>		The ability to understand risk and guide the management of risk for the municipality within the area of responsibility.	<ul style="list-style-type: none"> <li>▪ Contributing to and supporting the accounting officer with the establishment and maintenance of effective, efficient and transparent systems of financial and risk management and internal control.</li> <li>• Contributing to and supporting the accounting officer with the implementation of a risk management- and fraud prevention plan</li> <li>• Contributing to and supporting the accounting officer with regular risk assessments and ensuring that risks are prioritised according to highest versus lowest potential risk</li> <li>• Mitigating risks within the area of responsibility in accordance with the prioritisation of risk</li> <li>• Within the area of responsibility</li> </ul>									

		<p>contributing to the management of risk (including the possible transfer of risk) and consideration of potential risks relating to mechanisms for service delivery (both internal and external), outsourced service agreements. In the case of a municipality it must also consider its municipal entities and Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government</p> <ul style="list-style-type: none"> <li>Analysing the reports of the internal audit unit and the audit committee applicable to the area of responsibility when considering risk and risk management</li> </ul>					
	<p>The ability to guide the management of change for the municipality within the area of responsibility.</p>	<ul style="list-style-type: none"> <li>Understanding the local government environment (including legislative, social, political and economic) and the ability to analyse the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/municipal entity and recognising when this necessitates change</li> <li>Managing and implementing change management within the area of responsibility</li> <li>The ability to be proactive and find creative and innovative solutions to change</li> <li>Consultation with and management of various stakeholders particular to the change</li> <li>Managing and resolving any resistance to change</li> <li>Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for</li> </ul>					

7. Project management	The ability to provide direction and guide project management within the area of responsibility	change					
		<ul style="list-style-type: none"> <li>• Knowledge and understanding of project budgeting, human resource management, change management, negotiation skills, service delivery mechanisms (internal and external) and outsourced service agreements (including in the case of a municipality Public-and-Private Partnerships ), and the legal framework governing the various services</li> <li>• Within the area of responsibility, knowledge and basic understanding of the operation and technical workings of local government services and facilities</li> <li>• Supporting the accounting officer to analyse, evaluate and select project proposals. This includes, within the area of responsibility, aligning the selection of projects and project outcomes with the integrated development plan (IDP), the budget and service delivery and budget implementation plan (SDBIP)</li> <li>• Within the area of responsibility, ensuring an analytical and methodical structuring of projects and project planning. This is to ensure adequate control over projects and the efficient, effective and economic implementation and completion thereof to a high quality and standard</li> <li>• Oversee and manage the establishment of project- and contract management capacity within the area of responsibility. This includes building capacity through appropriate training and the allocation of resources.</li> <li>• Ensuring clear lines of accountability, regular monitoring, measuring and</li> </ul>					



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		<ul style="list-style-type: none"> <li>reporting on the performance of projects and contracts within the area of responsibility, including regular reporting to the accounting officer <ul style="list-style-type: none"> <li>Within the area of responsibility, ensuring regular reporting by external mechanisms and all contractors and service providers, including the availability of adequate information for the municipality to meet its statutory reporting obligations</li> <li>Contributing to and supporting the accounting officer with the establishment and maintenance of a contract register</li> <li>Contributing to and supporting the accounting officer to establish a contract management process to ensure that, prior to their commencement, contracts and amendments to contracts are in writing, include appropriate contract terms and conditions (including section 116 contract requirements (MFMA)) and contain performance based contract remuneration</li> <li>Oversee the implementation of project plans within the area of responsibility</li> <li>Contributing to the resolution of problems and disputes within the area of responsibility, as and when required</li> <li>Supporting the accounting officer in consulting and securing stakeholder and community support for and involvement in projects where relevant.</li> </ul> </li> </ul>						
<b>8. Legislation, policy and implementation</b>	The ability to support and contribute to the formulation of policy and By-	<ul style="list-style-type: none"> <li>Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local</li> </ul>						

	laws by the municipal council	<p>government as well as the municipality's By-laws and policies</p> <ul style="list-style-type: none"><li>• Excellent verbal communication and writing skills and an ability to research and analyse complex information</li><li>• Supporting the accounting officer and contributing to the process of adopting policies and making By-laws. This includes advising accounting officer on the financial and nonfinancial impact of proposed By-laws and policies OR in the case of a municipal entity supporting the accounting officer with the process of adopting policies including advising on the financial and non-financial impact of proposed policies</li><li>• Within the area of responsibility, supporting the accounting officer with the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws</li><li>• Supporting the accounting officer and contributing to the conceptualisation, formulation and drafting of policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.</li></ul>							
	The ability to implement, manage and oversee the	<ul style="list-style-type: none"><li>• Implementing and overseeing the implementation and enforcement of policies and Bylaws, within the area of</li></ul>							



	and maintain appropriate stakeholder relations.	<ul style="list-style-type: none"> <li>the impact on the municipality and the municipality's impact on its stakeholders. Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organisations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and in the case of a municipality, Public-Private Partnerships (PPPs).</li> <li>Within the area of responsibility, establishing and maintaining clear roles and responsibilities, service levels, reporting lines and communications with the accounting officer, senior managers and other departments within the municipality and in the case of a municipality also its municipal entities, to ensure effective and relevant internal stakeholder relations.</li> <li>Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.</li> </ul>					
<b>10. Supply Chain Management</b>	The ability to manage and oversee a fair, equitable, transparent, competitive and	<ul style="list-style-type: none"> <li>Knowledge and understanding of the legislative framework governing the supply chain management function (including the Municipal Supply Chain Management Regulations, the Preferential Procurement Policy</li> </ul>					

	cost effective supply chain management function	<ul style="list-style-type: none"> <li>Framework Act, 2000, etc)           <ul style="list-style-type: none"> <li>Supporting the accounting officer with the preparation of the supply chain management policy in accordance with the Municipal Supply Chain Management Regulations. This includes:               <ul style="list-style-type: none"> <li>Contributing to the alignment of the supply chain management policy of the municipal entity with the parent municipality's policy</li> <li>Contributing to the annual review of the supply chain management policy and practices and proposing amendments to the accounting officer</li> </ul> </li> <li>Promptly reporting any deviation of the supply chain management policy from the guideline standard to the accounting officer and ensure reporting to the National Treasury and the relevant provincial treasury</li> <li>Advising the accounting officer on the establishment of supply chain management capacity, a Supply Chain Management Unit and a committee system (minimum bid specification-, bid evaluation- and bid adjudication committee). This includes building capacity through appropriate training and the allocation of resources.</li> <li>In the case of a municipality, supporting the accounting officer to monitor councillor involvement in municipal tender committees (section 117 MFMA)</li> <li>Implementing and monitoring delegations for supply chain management powers and duties in accordance with the Municipal Supply Chain Management Regulations. This includes establishing clear lines for</li> </ul> </li> </ul>					
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	optimum level of assurance from the Auditor-General	<p>and other relevant information of the municipality or municipal entity</p> <ul style="list-style-type: none"> <li>Analysing the reports and advice of the internal audit unit and the audit committee and taking appropriate action</li> <li>Coordinating and ensuring the distribution, analysis and management response to the reports and advice of the internal audit unit, audit committee and external auditors, across the municipality or municipal entity</li> <li>Through consistent and sound financial management, timely prepare and submit accurate annual financial statements for auditing and the annual report(s) for the municipality and/or its entities to the Auditor-General (refer chapter 12 of the MFMA). In the case of a municipality with sole / effective control of a municipal entity this includes consolidated financial statements of the municipality and such municipal entities</li> <li>Providing appropriate administrative support to the Auditor-General and access to all relevant information required to conduct the audit.</li> <li>Assisting to ensure that the Auditor-General has communication with and access to the internal audit unit, audit committee and their reports. This is to ensure coordination between internal and external audit and to prevent a duplication of work</li> <li>Ensuring and managing appropriate communication with the Office of the Auditor-General</li> <li>During the audit, timeously responding to and coordinating and managing the responses of various departments to audit queries and requests for additional</li> </ul>					
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	<div>information</div> <ul style="list-style-type: none"><li>Analysing the audit report and advice of the Auditor-General and taking appropriate action</li><li>In the case of a municipality, supporting the accounting officer to publish the oversight report, containing council's comment on the annual report(s) of the municipality and any of its municipal entities, within seven days of its adoption (section 129(3) of the MFMA)</li><li>The audit process provides the municipal council, the board or directors and stakeholders with the level of assurance that can be placed on finances of the municipality and/or entity. The chief financial officer in conjunction with the accounting officer, should consistently ensure improvement of financial management practices of the municipality and/or municipal entities to strive to obtain the optimum level of assurance from the Auditor-General.</li></ul>					
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Employee's signature :

Manager's signature:



## CONFIDENTIAL FINANCIAL DISCLOSURE FORM

I, the undersigned:      RT Makgale  
                                  Acting Chief Finance Officer  
                                  City of Matlosana

(Postal address): \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

(Residential address): \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

hereby certify that the following information is complete and correct to the best of my knowledge:

1.      **Shares and other financial interests (Not bank accounts with financial institutions.)**  
          See information sheet: note (1)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity

2.      **Directorships and partnerships**  
          See information sheet: note (2)

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income

3. **Remunerated work outside the Municipality**  
Must be sanctioned by Council. See information sheet: note (3)

Name of Employer	Type of Work	Amount of remuneration/ Income

Council: City of Matlosana

Signature by Council: \_\_\_\_\_ Date \_\_\_\_\_

4. **Consultancies and retainerships**  
See information sheet: note (4)

Name of client	Nature	Type of business activity	Value of any benefits received

5. **Sponsorships**  
See information sheet: note (5)

Source of assistance/sponsorship	Description of assistance/ Sponsorship	Value of assistance/sponsorship

6. **Gifts and hospitality from a source other than a family member**  
See information sheet: note (6)

Description	Value	Source

**7. Land and property**  
See information sheet: note (7)

Description	Extent	Area	Value

\_\_\_\_\_  
SIGNATURE OF EMPLOYEE

DATE: \_\_\_\_\_

PLACE: \_\_\_\_\_

## OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:
  - (i) Do you know and understand the contents of the declaration?  
Answer \_\_\_\_\_
  - (ii) Do you have any objection to taking the prescribed oath or affirmation?  
Answer \_\_\_\_\_
  - (iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?  
Answer \_\_\_\_\_
2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

\_\_\_\_\_  
**Commissioner of Oath /Justice of the Peace**

Full first names and surname: \_\_\_\_\_ (Block letters)

Designation (rank) \_\_\_\_\_ Ex Officio Republic of South Africa

Street address of institution \_\_\_\_\_  
\_\_\_\_\_

Date \_\_\_\_\_ Place \_\_\_\_\_

\_\_\_\_\_  
**CONTENTS NOTED: Municipal Manager**

**DATE:** \_\_\_\_\_

# **PERFORMANCE AGREEMENT**

**IN TERMS OF THE LOCAL GOVERNMENT:  
MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000)**

**AND**

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006**

**Entered into by and between**

The **CITY OF MATLOSANA** herein represented by

**M.M. MOADIRA**

in his capacity as

**Municipal Manager**  
(hereinafter referred to as the **Employer**)

And

**N.D. CIYA**

*As the*

**Acting Director Corporate Governance**  
(hereinafter referred to as the **Employee**)

For the Period

1 July 2010 To 30 June 2011

## **PERFORMANCE AGREEMENT**

### **ENTERED INTO BY AND BETWEEN:**

The **CITY OF MATLOSANA** herein represented by **Matshedisho Moses Moadira** (full name) in his capacity as **Municipal Manager** (hereinafter referred to as the **Employer**) and **Ntwampe Daniel Ciya** (full name) Employee of the Municipality (hereinafter referred to as the **Employee**).

### **WHEREBY IT IS AGREED AS FOLLOWS:**

#### **1. INTRODUCTION**

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

#### **2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and

- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2010 and will remain in force until 30 June 2011 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

## 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employee**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	15%
Municipal Institutional Development and Transformation	55%
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	30%
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for **Municipal Managers**:



<b>CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES</b>		
<b>CORE MANAGERIAL COMPETENCIES (CMC)</b>	<b>✓</b>	<b>WEIGHT</b>
Strategic Capability and Leadership		15%
Programme and Project Management		5%
Financial Management		10%
Change Management		5%
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment		10%
Client Orientation and Customer Focus		10%
Communication		10%
Honesty and Integrity		
<b>CORE OCCUPATIONAL COMPETENCIES (COC)</b>		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		10%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		5%
Skills in Mediation		5%
Skills in Governance		5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		10%
Total percentage	-	<b>100%</b>

## **6. EVALUATING PERFORMANCE**

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
  - 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
  - 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:

**6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CCRs**

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the Mayoral Committee; and
- 6.8.4 Municipal Manager from another municipality.

6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September 2010
<b>Second quarter</b>	:	October – December 2010
<b>Third quarter</b>	:	January – March 2011
<b>Fourth quarter</b>	:	April – June 2011

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
  - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
  - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
  - 12.1.2 any other person appointed by the MEC.

12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

### 13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus **done and signed** at .....on this the..... day of ..... 200...

#### AS WITNESSES:

1. \_\_\_\_\_

\_\_\_\_\_  
**EMPLOYEE**

2. \_\_\_\_\_

#### AS WITNESSES:

1. \_\_\_\_\_

\_\_\_\_\_  
**EMPLOYER**

2. \_\_\_\_\_

## **Performance Plan**

# **ACTING DIRECTOR CORPORATE GOVERNANCE** **N D Ciya**

**CITY OF MATLOSANA**  
**Period 1 July 2010 to 30 June 2011**

# TOR CORPORATE GOVERNANCE

## DIETS

Vote No.	Item No	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
2055056020904	COR1	DCG1	Basic Service Delivery & Infrastructure Development	Document Management System purchased to automate documents and enhance e-governance	Purchasing a Document Management System (DMS) at a cost of R67,380 by September 2010	1	Roll-Over	R 67,380	September 2010					Implemented System
						2		-						
						3		-						
						4		-						
IL PROJECTS														
2055054031528	COR2	DCG2	Basic Service Delivery & Infrastructure Development	Zipple Cab nets purchased to comply with legislation	Purchasing of zipple cabinets for Records at a cost of R150,000 by June 2011	1	Expanding existing cabinets	R 0	R150,000 spent by June 2011					Zipple Cabinets
						2		R 0						
						3		R 0						
						4		R 150,000						
2055054030329	COR3	DCG3	Basic Service Delivery & Infrastructure Development	Manzilpark offices fenced to enhance safety of the premises	Fencing the Manzilpark offices at a cost of R200,000 by June 2011	1	Worn-out fence	R 0	R200,000 spent by June 2011					Fencing
						2		R 0						
						3		R 0						
						4		R 200,000						
2055054032405	COR4	DCG4	Basic Service Delivery & Infrastructure Development	Old switchboard replaced to ensure a better service delivery	Replacing old switchboard in Kanana at a cost of R140,000 by September 2010	1	Old switch board	R 140,000	R140,000 spent by September 2010					New Switchboard
						2		R 0						
						3		R 0						
						4		R 0						
2055054030329	COR5	DCG5	Basic Service Delivery & Infrastructure Development	Council offices renovated to maintain the existing infrastructure	Renovating of Jouberton office at a cost of R1,000,000 by June 2011	1	Existing office	R 250,000	R1,000,000 spent by June 2011					Renovated Offices
						2		R 500,000						
						3		R 750,000						
						4		R 1 000,000						
2055054030329	COR6	DCG6	Basic Service Delivery & Infrastructure Development	Renovating of Kanana office at a cost of R1,000,000 by June 2011	Renovating of Kanana office at a cost of R1,000,000 by June 2011	1	Existing office	R 250,000	R1,000,000 spent by June 2011					Renovated Offices
						2		R 500,000						
						3		R 750,000						
						4		R 1,000,000						
2055054030329	COR7	DCG7	Basic Service Delivery & Infrastructure Development	Renovating of Stilfontein office at a cost of R500,000 by June 2011	Renovating of Stilfontein office at a cost of R500,000 by June 2011	1	Existing office	R 125,000	R500,000 spent by June 2011					Renovated Offices
						2		R 250,000						
						3		R 375,000						
						4		R 500,000						



Item No.	Item Nr	Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Quarter	Base Line	Quarterly Projected Target	Annual Target	Revised Target	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
2056054030329	COR8	DCG8	Basic Service Delivery & Infrastructure Development	Manzilpark Community hall renovated to ensure a better service delivery	Renovating of the Manzilpark Community Hall at a cost of R1,000,000 by June 2011	1	New project	R 0	R1,000,000 spent by June 2011					Renovated Halls
						2		R 0						
						3		R 0						
						4		R 1,000,000						
2055054030329	COR9	DCG9	Basic Service Delivery & Infrastructure Development	Security gates installed to control people movement	Installing security gates at Kook Street at a cost of R320,000 by March 2011	1	New project	R 0	R320,000 spent by March 2011					Security Gates
						2		R 160,000						
						3		R 320,000						
						4		-						
2055454031229	HR1	DCG10	Basic Service Delivery & Infrastructure Development	Clock Card System installed to ensure effective personnel control	Installing a Clock Card System (equipment) at a cost of R1,500,000 by March 2011	1	New project	R 0	R1,500,000 spent by March 2011					Clock Card System
						2		R 750,000						
						3		R 1,500,000						
						4		-						
2030356031527	EM1	DCG11	Basic Service Delivery & Infrastructure Development	Freedom Square erected to conserve indigenous history	Constructing and erecting a Freedom Square in Alabama at a cost of R469,418 by June 2011	1	Roll-Over	R 0	R469,418 spent by June 2011					Constructed Freedom Square
						2		R 0						
						3		R 234,709						
						4		R 469,418						
2030404030329	SPE1	DCG12	Basic Service Delivery & Infrastructure Development	Council Chamber upgraded to upkeep Council's aging infrastructure	Upgrading of Council Chamber at a cost of R250,000 by March 2011	1	Existing Chamber	R 0	R250,000 spent by March 2011					Upgraded Council Chambers
						2		R 125,000						
						3		R 250,000						
						4		-						
TOTAL														
-	COR10	DCG13	Good Governance and Public Participation	Section 79 & 80 Committees Meetings held to ensure better council performance	Conducting 45 - 11 sec.79 committees meetings by June 2011	1	45	12	30 June 2011					Portfolio of Evidence
						2		11						
						3		11						
						4		11						
-	COR11	DCG14	Good Governance and Public Participation	Section 79 & 80 Committees Meetings held to ensure better council performance	Conducting 11 sec 80 committees meetings by June 2011	1	70	18	30 June 2011					Vote Number
						2		17						
						3		17						
						4		18						



	HR10	DCG23	Municipal Institutional Development and Transformation	Workplace Skills Plan approved to comply with legislation	Submitting WSP / ATR to LGSETA by June 2011	1 2 3 4	WSP submitted	- - - WSP submitted	30 June 2011							WSP Plan
-	HR11	DCG24	Municipal Institutional Development and Transformation		Submitting the Employment Equity Report to Department of Labour by September 2010	1 2 3 4	EEP submitted	EEP submitted - - -	30 September 2010							Proof of submittance
-	HR12	DCG25	Municipal Institutional Development and Transformation		Conducting training for 45 employees on Employment Equity / non-discrimination by June 2011	1 2 3 4	45	12 11 11 11	30 June 2011							Notices & Attendance Register
-	HR13	DCG26	Municipal Institutional Development and Transformation		Conducting 4 EECF meetings by June 2011	1 2 3 4	4	1 1 1 1	30 June 2011							Notices & Attendance Register
	HR14	DCG27	Municipal Institutional Development and Transformation	LLF meetings held to ensure industrial harmony	Convening 12 LLF meetings by June 2011	1 2 3 4	12	3 3 3 3	30 June 2011							Notices & Attendance Register
-	HR15	DCG28	Good Governance and Public Participation	OHS Inspections conducted to ensure legal compliance	Conducting 12 OHS inspections in Council departments by June 2011	1 2 3 4	30	3 3 3 3	30 June 2011							Register
-	HR16	DCG29	Good Governance and Public Participation	OHS Audits conducted to ensure that all deviations be corrected according to the Act	Conducting 2 OHS Audits by June 2011	1 2 3 4	2	1 - 1 -	30 June 2011							Register
	COM1	DCG30	Good Governance and Public Participation	Communication Policy developed to create internal and external awareness on corporate communication	Developing of the Access to Information Policy by June 2011	1 2 3 4	No policy	Public participation Draft programme Programme workshop Programme implemented	30 June 2011							Policy
	COM2	DCG31			Developing of the Media Relations Policy by June 2011	1 2 3 4	No policy	Public participation Draft programme Programme workshop Programme implemented	30 June 2011							Policy





# **Personal Development Plan (PDP)**

## **ACTING DIRECTOR CORPORATE GOVERNANCE N D Ciya**

**CITY OF MATLOSANA**

**Period 1 July 2010 to 30 June 2011**

Personal Development Plan of: *N D Ciya*

Appendix

Compiled on (Date): *1 July 2010*

			Employee		Supervisor		HR Skills Gap Identified
			Yes	No	Yes	No	
Competency area	Competencies required	Knowledge and Skills					
1. Strategic leadership and management	Within the area of responsibility, the ability to contribute to service delivery systems of a complex nature and to manage the achievement of strategies and goals.	<ul style="list-style-type: none"> <li>• Providing visible, supportive &amp; effective leadership</li> <li>• Motivating and empowering staff to deliver on strategies and goals.</li> <li>• Fostering a positive and creative management culture.</li> <li>• Contributing to the alignment of strategies and goals with national and provincial policies and within the district.</li> <li>• Managing and overseeing implementation of an effective performance management system.</li> <li>• Utilising strategic planning methods and tools. Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.</li> </ul>					
	Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.	<ul style="list-style-type: none"> <li>• Providing direction and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP).</li> <li>• Ensuring, within area of responsibility, the alignment of</li> </ul>					

		<p>strategies and goals.</p> <ul style="list-style-type: none"> <li>Assessing and monitoring the impact of financial and non-financial changes on plans including national and provincial policy statements and changes.</li> <li>Implementing plans within the local government legal framework.</li> <li>Identifying and managing risk in plans.</li> <li>Based on the past and current performance and financial position of the municipality, advise on plans and strategies and goals.</li> </ul>							
	<p>The ability to provide supportive leadership to the accounting officer and senior management team.</p>	<ul style="list-style-type: none"> <li>Working closely in conjunction with the senior management team to support the accounting officer</li> <li>Contributing and advising the accounting officer and senior management team on policy objectives to ensure clear purpose and direction.</li> <li>Evaluating and reporting to the accounting officer and senior management team on the alignment and achievement of strategies and goals in respect of activities, service delivery and performance.</li> <li>Formulating, in conjunction with the accounting officer and senior management team, a clear vision, mission and strategies and goals for the municipality.</li> <li>Establishing a culture of learning within the area of responsibility.</li> </ul>							
	<p>Within the area of responsibility, the</p>	<ul style="list-style-type: none"> <li>Developing and maintaining strategic alliances within the cooperative</li> </ul>							



	ability to develop and maintain strategic alliances with various stakeholders.	<ul style="list-style-type: none"> <li>governance framework. For the purpose of achieving the Constitutional mandate of local government, developing and maintaining strategic alliances with organisations and bodies outside government.</li> <li>Communicating the municipality's mission and vision to various stakeholders</li> </ul>					
<b>2. Strategic financial management</b>	Within the area of responsibility, the ability to support an effective, economic and efficient finance function.	<ul style="list-style-type: none"> <li>Supporting the implementation of finance strategies, which enhance good financial management and decision-making practices within the area of responsibility.</li> <li>Supporting the implementation of financial policies, systems, guidelines instructions and related policies to ensure efficient and effective financial administration and control.</li> <li>Within the area of responsibility, managing the control of assets according to policies and procedures.</li> <li>Supporting the budget process, including preparing information supporting budget estimates and identifying priorities and mandates for programmes in alignment with the integrated development plan (IDP).</li> <li>Supporting the accounting officer to oversee the financial management, tax implications and performance of service delivery mechanisms (internal and external (including municipal entities in the case of a municipality)) and outsourced</li> </ul>					



	understand the importance of maintaining sufficient working capital (cash flow/short term liquidity) to meet the requirements of the area of responsibility.	<p>monitoring and advising the accounting officer of changes that may affect the working capital.</p> <ul style="list-style-type: none"> <li>• Within the area of responsibility contributing to the prioritisation of working capital to align with strategies and goals. .</li> <li>• Within the area of responsibility contribute to decisions regarding borrowing and the significance thereof to service delivery programmes.</li> <li>• Within the area of responsibility, applying 'best practice' risk management practices to the management of working capital.</li> </ul>				
	The ability to contribute to the budget preparation and implementation process.	<ul style="list-style-type: none"> <li>• Providing technical inputs relating to the area of responsibility, with the preparation and implementation of the budget.</li> <li>• Within the area of responsibility, implementing the budget</li> <li>• In the case of a municipality, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the Integrated Development Plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality OR</li> <li>▪ in the case of a municipal entity, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the strategic plan of the entity and service delivery</li> </ul>				



						could include mechanisms to report misconduct, fraud, corruption, favouritism and non-compliance with legislation and disclosure of conflicts of interest, inducements, rewards, gifts, hospitality and favours. Ensuring that investigations are conducted within 30 days of discovery of allegations and that cases that may constitute a criminal offence are reported to the South African Police Service.					
						<ul style="list-style-type: none"> <li>Ensuring that codes of conduct, roles and responsibilities and reporting lines are clearly communicated, understood and observed by all role players within the area of responsibility.</li> <li>Leading by example and promoting high standards of ethical behaviour by acting with fidelity, honesty, integrity and in the best interests of the municipality and maintaining the confidentiality of information.</li> </ul>					
<b>5. Financial and performance reporting</b>	The ability to support the implementation of the financial reporting process of the municipality.	<ul style="list-style-type: none"> <li>Knowledge and understanding of the legislative framework governing financial reporting in local government.</li> <li>Supporting and contributing to the timely preparation, submission and publication of statutory reports, including the annual financial statements, annual report, in-year reporting (e.g. in the case of a municipality monthly (section 71) and mid-year (section 72)), withdrawals from bank accounts (section 11(4)) etc).</li> </ul>									

		<ul style="list-style-type: none"> <li>• Within the area of responsibility, ensuring that the content of financial reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Support the accounting officer to analyse and evaluate the financial reports to understand the impact on, and to guide planning in respect of, strategies and goals including the financial position, borrowings, performance, implementation of the annual budget and service delivery and budget implementation plan (SDBIP), tariff-, rates-, credit control, debt collection-, supply chain management-, and other relevant policies.</li> <li>• Within the area of responsibility to generate, analyse and evaluate cost-management reports for all programmes and/or projects to review departmental performance.</li> </ul>							
	The ability to support the implementation of the performance reporting process of the municipality.	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality</li> <li>• Contribute to the timely preparation,</li> </ul>							







					<p>accounting officer with regular risk assessments and ensuring that risks are prioritised according to highest versus lowest potential risk</p> <ul style="list-style-type: none"> <li>• Mitigating risks within the area of responsibility in accordance with the prioritisation of risk</li> <li>• Ensuring that the management of risk (including the possible transfer of risk) within the area of responsibility, includes consideration of potential risks relating to mechanisms for service delivery (both internal and external), outsourced service agreements. In the case of a municipality it must also consider its municipal entities and Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government.</li> <li>• Analysing the reports of the internal audit unit and the audit committee applicable to the area of responsibility when considering risk and risk management</li> </ul>				
					<p>The ability to guide the management of change for the municipality within the area of responsibility.</p>	<ul style="list-style-type: none"> <li>• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyse the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognising when this necessitates change</li> <li>• Managing and implementing change management within the area of</li> </ul>			

						<ul style="list-style-type: none"> <li>responsibility</li> <li>The ability to be proactive and find creative and innovative solutions to change</li> <li>Consultation with and management of various stakeholders particular to the change</li> <li>Managing and resolving any resistance to change</li> <li>Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change</li> </ul>				
<b>7. Project management</b>	The ability to provide direction and guide project management within the area of responsibility	<ul style="list-style-type: none"> <li>Knowledge and understanding of project budgeting, human resource management, change management, negotiation skills, service delivery mechanisms (internal and external) and outsourced service agreements (including in the case of a municipality Public-and-Private Partnerships (PPPs)), and the legal framework particular to the area of responsibility</li> <li>Within the area of responsibility, knowledge and basic understanding of the operation and technical workings of local government services and facilities</li> <li>Supporting the accounting officer to analyse, evaluate and select project proposals. This includes, within the area of responsibility, aligning the selection of projects and project outcomes with the integrated development plan (IDP), the budget and service delivery and budget implementation plan (SDBIP)</li> </ul>								

						<ul style="list-style-type: none"> <li>• Within the area of responsibility, ensuring an analytical and methodical structuring of projects and project planning. This is to ensure adequate control over projects and the efficient, effective and economic implementation and completion thereof to a high quality and standard</li> <li>• Oversee and manage the establishment of project- and contract management capacity within the area of responsibility. This includes building capacity through appropriate training and the allocation of resources.</li> <li>• Ensuring clear lines of accountability, regular monitoring, measuring and reporting on the performance of projects and contracts within the area of responsibility, including regular reporting to the accounting officer</li> <li>• Within the area of responsibility, ensuring regular reporting by external mechanisms and all contractors and service providers, including the availability of adequate information for the municipality to meet its statutory reporting obligations</li> <li>• Contributing to and supporting the accounting officer with the establishment and maintenance of a contract register</li> <li>• Contributing to and supporting the accounting officer to establish a contract management process to ensure that, prior to their commencement, contracts and</li> </ul>					
--	--	--	--	--	--	--	--	--	--	--	--

						<p>amendments to contracts are in writing, include appropriate contract terms and conditions (including section 116 contract requirements (MFMA)) and contain performance based contract remuneration</p> <ul style="list-style-type: none"> <li>• Oversee the implementation of project plans within the area of responsibility</li> <li>• Contributing to the resolution of problems and disputes within the area of responsibility, as and when required</li> <li>• Supporting the accounting officer in consulting and securing stakeholder and community support for, and involvement in projects where relevant.</li> </ul>				
<b>8. Legislation, policy and Implementation</b>	<p>The ability to support and contribute to the formulation of policy and in the case of a municipality also By-laws</p>	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies</li> <li>• Excellent verbal communication and writing skills and an ability to research and analyse complex information</li> <li>• Supporting the accounting officer and contributing to the process of adopting policies and making By-laws. This includes advising accounting officer on the financial and nonfinancial impact of proposed policies and By-laws OR in the case of a municipal entity supporting the accounting officer and contributing to</li> </ul>								



						<p>required to be reported to the National Treasury</p> <ul style="list-style-type: none"> <li>• Regularly monitor and report to accounting officer on the implementation of policies and compliance with legislative requirements</li> <li>• Regularly reviewing and, where necessary, proposing to the accounting officer amendment of policies and in the case of a municipality also By-laws and, within the area of responsibility, to ensure their relevance and alignment with the strategies and goals</li> <li>• Within the area of responsibility, monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance</li> <li>• For purposes of the area of responsibility, regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies</li> </ul>					
<b>9. Stakeholder relations</b>	<p>Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.</p>	<ul style="list-style-type: none"> <li>• Within the area of responsibility, knowledge and understanding of stakeholders and recognising the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders.</li> <li>• Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would</li> </ul>									

						<p>include relations with the community, local businesses, public benefit organisations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs)</p> <ul style="list-style-type: none"> <li>• Within the area of responsibility, establishing and maintaining clear roles and responsibilities, service levels, reporting lines and communications with the accounting officer, senior managers and other departments within the municipality and in the case of a municipality also with its municipal entities, to ensure effective and relevant internal stakeholder relations.</li> <li>• Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.</li> </ul>					
<b>10. Supply Chain Management</b>	The ability to contribute to the supply chain management function	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the legislative framework governing the supply chain management function (including the Municipal Supply Chain Management Regulations, the Preferential Procurement Policy Framework Act, 2000, etc)</li> <li>• Within the area of responsibility, implementing and monitoring delegations for supply chain</li> </ul>									

						<p>management powers and duties in accordance with the Municipal Supply Chain Management Regulations.</p> <ul style="list-style-type: none"> <li>• Implementing and managing the implementation and enforcement of the supply chain management policy within the area of responsibility to ensure supply chain management that is fair, transparent, competitive and cost effective</li> <li>• Within the area of responsibility, contributing to and maintaining registers to support the supply chain management function, including details of all tenders received and awarded, disclosure of sponsorships, inducements, rewards, gifts and favours, awards to close family members and persons in the service of the state, etc.</li> <li>• Supporting the accounting officer with the resolution of supply chain management related disputes, objections, complaints and queries as they relate to the area of responsibility</li> <li>• Within the area of responsibility, ensuring that unsolicited bids are considered in accordance with the framework contained in the Municipal Supply Chain Management Regulations</li> <li>• Implementing and monitoring measures to combat abuse of the supply chain management system, fraud, corruption, favouritism and unfair and irregular practices</li> </ul>						
<b>11. Audit and</b>	<b>The ability to support</b>	<ul style="list-style-type: none"> <li>▪ Within the area of responsibility,</li> </ul>										



<b>Assurance</b>	the audit process, in order to obtain the optimum level of assurance from the Auditor-General	<p>providing administrative support and ensuring access of the internal audit unit, audit committee and the Auditor-General to the financial records and all relevant information of the municipality or municipal entity to enable them to perform their respective functions</p> <ul style="list-style-type: none"> <li>Analysing the reports and advice of the internal audit unit, audit committee and Auditor-General, providing appropriate management responses and taking appropriate action as it relates to the area of responsibility</li> <li>Contribute to the timely preparation of accurate annual financial statements for auditing and the annual report(s) for the municipality and/ or its entities to the Auditor-General (refer chapter 12 of the MFMA). In the case of a municipality with sole/ effective control of a municipal entity this includes consolidated financial statements of the municipality and such municipal entities.</li> <li>Within the area of responsibility, ensuring and managing appropriate communication with the Office of the Auditor-General</li> <li>During the audit, timeously responding to and coordinating responses within the area of responsibility to audit queries and requests for additional information</li> <li>The audit process provides the municipal council, the board of directors and stakeholders with the level of assurance that can be</li> </ul>							
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		placed on finances. Senior managers, in conjunction with the accounting officer, should consistently ensure improvement of financial management practices of the municipality and/ or municipal entities to strive to obtain the optimum level of assurance from the Auditor-General.					
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Employee's signature :

Manager's signature:

## CONFIDENTIAL FINANCIAL DISCLOSURE FORM

I, the undersigned:      N D Ciya  
                                  Acting Director Corporate Governance  
                                  City of Matlosana

(Postal address): \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

(Residential address): \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

hereby certify that the following information is complete and correct to the best of my knowledge:

1.      **Shares and other financial interests (Not bank accounts with financial institutions.)**  
          See information sheet: note (1)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity

2.      **Directorships and partnerships**  
          See information sheet: note (2)

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income

3. **Remunerated work outside the Municipality**  
Must be sanctioned by Council. See information sheet: note (3)

Name of Employer	Type of Work	Amount of remuneration/ Income

Council: City of Matlosana

Signature by Council: \_\_\_\_\_ Date \_\_\_\_\_

4. **Consultancies and retainerships**  
See information sheet: note (4)

Name of client	Nature	Type of business activity	Value of any benefits received

5. **Sponsorships**  
See information sheet: note (5)

Source of assistance/sponsorship	Description of assistance/ Sponsorship	Value of assistance/sponsorship

6. **Gifts and hospitality from a source other than a family member**  
See information sheet: note (6)

Description	Value	Source

**7. Land and property**  
See information sheet: note (7)

Description	Extent	Area	Value

\_\_\_\_\_  
SIGNATURE OF EMPLOYEE

DATE: \_\_\_\_\_

PLACE: \_\_\_\_\_

## OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer \_\_\_\_\_

(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer \_\_\_\_\_

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer \_\_\_\_\_

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

\_\_\_\_\_  
**Commissioner of Oath /Justice of the Peace**

Full first names and surname: \_\_\_\_\_ (Block letters)

Designation (rank) \_\_\_\_\_ Ex Officio Republic of South Africa

Street address of institution \_\_\_\_\_

\_\_\_\_\_

Date \_\_\_\_\_ Place \_\_\_\_\_

\_\_\_\_\_  
**CONTENTS NOTED: Municipal Manager**

**DATE:** \_\_\_\_\_